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DEPARTMENT OF THE ARMY FIELD MANUAL

RESCINDED Per DA Circular 310-5
Apr 1978

THE SUPPLY AND MAINTENANCE COMMAND



HEADQUARTERS, DEPARTMENT OF THE ARMY
MARCH 1967



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Circular 310-5
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FOREWORD

This manual provides information on the organization for the command and control of general support supply and maintenance in the communications zone of a theater of operations. It treats the mission, responsibilities, and functions of the Supply and Maintenance Command and of the organizational structure through which it commands and controls personnel, installations, units, activities, and operations. It defines the command relationship to higher, lateral, and subordinate headquarters as well as to supported and supporting units. Coverage is given to such services as materiel utilization screening, surplus personal property disposal, and offshore procurement. The supply of medical materiel, water, and maps is excluded from the scope of this manual. The supply of petroleum (class III) and the supply and maintenance of ammunition (class V) are discussed only to the point necessary for complete system understanding.

This manual is published to provide interim guidance to commanders, staff officers, and other personnel concerned with the Supply and Maintenance Command under the TASTA-70 concept of organization and operation. This information can be utilized to facilitate reorganization under the TASTA concept. Firm information on the organizational structure and composition of units will be as contained in TOE's when published. Although the basic TASTA-70 study has been approved by Department of the Army, detailed doctrine contained in this test field manual is subject to further Department of the Army review and final approval.

Organizational changes will be initiated as approved TOE, official Department of the Army field manuals, and improved data processing systems become available.

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to the Commanding Officer, United States Army Combat Developments Command Supply Agency, Fort Lee, Va., 23801. Originators of proposed changes which would constitute a significant modification of the doctrine on which this manual is based may send an information copy, through command channels, to the Commanding General, United States Army Combat Developments Command, Fort Belvoir, Va.



FIELD MANUAL

No. 54-5-1 (TEST)

HEADQUARTERS
DEPARTMENT OF THE ARMY
 WASHINGTON, D.C., 31 March 1967

THE SUPPLY AND MAINTENANCE COMMAND

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CHAPTER 1

INTRODUCTION

Section I. ORIENTATION

1. General

The Supply and Maintenance Command (SMC) is one of the mission commands subordinate to the Theater Army Support Command (TASCOM). It is the command specifically charged with the provision of general support supply and maintenance to United States Army and such other forces in the theater as may be directed. In the performance of this mission, the command—

a. Operates supply and maintenance installations in the communications zone (COMMZ) of a theater of operations. These installations consist primarily of ammunition depots; bulk petroleum distribution facilities; and field depots which receive, store, distribute, and recondition, repair, or otherwise restore to serviceability all other designated supplies and equipment, exclusive of medical, water, and maps.

b. Commands, controls, and supervises, through appropriate subordinate headquarters, all assigned and attached units which operate the depots and other facilities through which general support supply and maintenance are provided.

c. Exercises centralized and integrated supply and maintenance management for the theater army support command.

d. Formulates, within the framework of broad policy guidance and mission orders of TASCOM, plans, programs, and procedures for supply and maintenance support and provides the supervision and guidance necessary for their execution.

2. Supply Mission

The supply mission of the SMC may be sum-

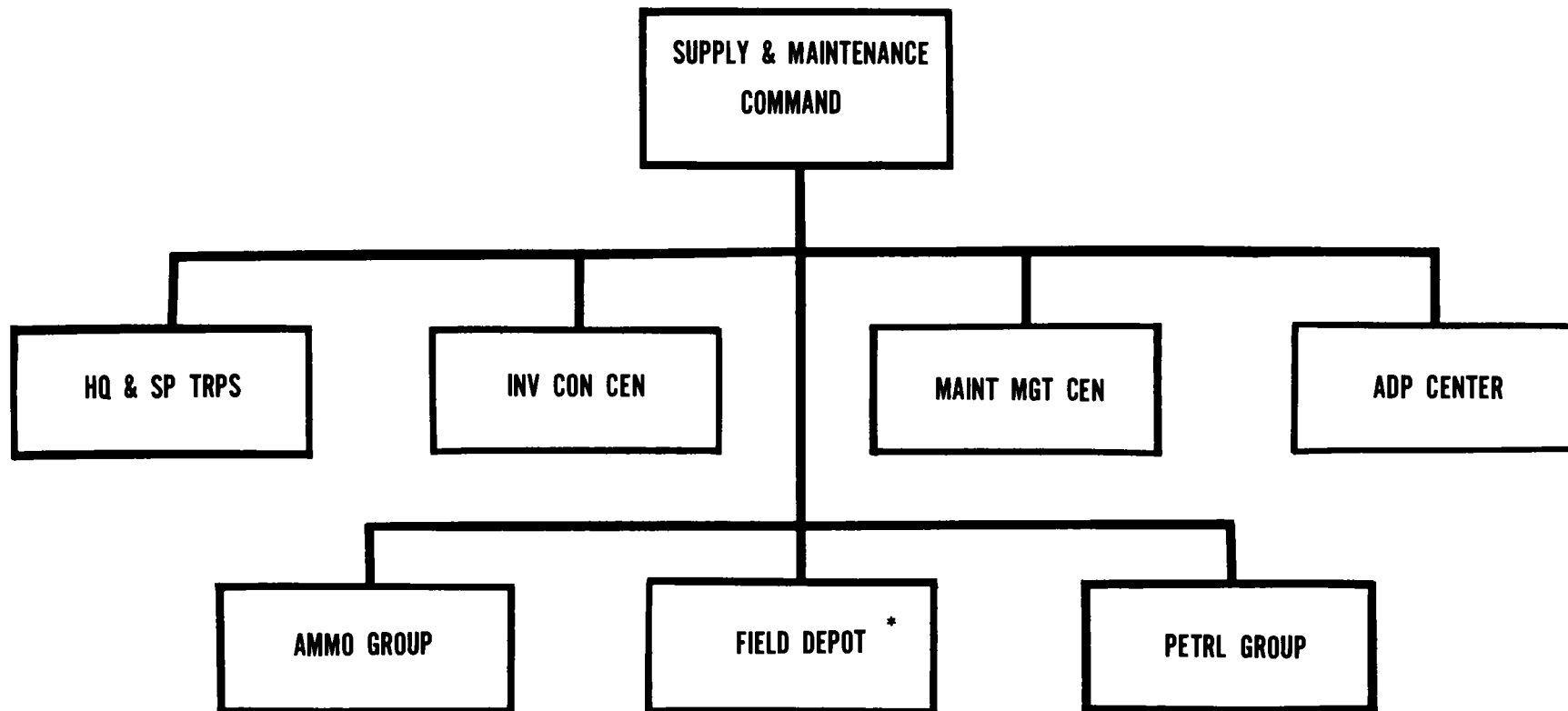
marized as the determination of requirements for procurement, requisitioning, storage, and distribution of theater supply assets. The primary customers are field army forces in the combat zone and units of the Area Support Command (ASCOM) which provide direct support to all commands, organizations, and units located in or passing through the COMMZ as directed by the TASCOM commander. The mission normally includes the provision of laundry and reclamation, property disposal, and airdrop support services; and may include the provision of labor service support.

3. Maintenance Mission

The primary function of general support maintenance units of the SMC is support of the supply system. This function includes in-storage maintenance and inspection of depot stocks; repair of unserviceable components, assemblies, and end items for reissue; and directed modification or modernization of equipment. The maintenance mission of the command encompasses, however, backup general support for maintenance units of the ASCOM; collection and classification of unserviceable equipment; calibration service; rail, marine, and aircraft maintenance; tire reclamation; and maintenance of conventional and special ammunition.

4. Organizational Orientation

The command (fig. 1) consists of a headquarters unit, inventory control and maintenance management elements, a unit that provides and operates automatic data-processing equipment for inventory control and maintenance management purposes, and variable types and numbers of supply and service and maintenance units. The supply, service, and



*AS REQUIRED

Figure 1. The supply and maintenance command.

maintenance units are grouped, for mission and control purposes, under field depot, petroleum, and ammunition headquarters. Signal, construction, transportation, and other types of units are attached or placed in support of the command headquarters as necessary.

a. The headquarters unit, discussed in paragraphs 6 through 11, provides the commander and staff for the Supply and Maintenance Command.

b. The inventory control agency provides the personnel for the inventory control center (ICC) and the maintenance management detachment provides the personnel for a maintenance management center (MMC). Neither of these nor the automatic data processing center (ADPC), for which the automatic data-processing unit provides personnel, is in the chain of command. Each is directly controlled by a member of the SMC staff. The ICC is discussed in appendix B.

c. Headquarters for the operating units that make up the field depots, petroleum group, and ammunition group are normally the major subordinate commands of the SMC. A field depot command headquarters may be added if support requirements demand. A petroleum command headquarters may be similarly activated if control and supervision required exceed group capabilities.

5. Operational Orientation

From TASCOT, the SMC receives broad overall policies, plans, priorities, allocations, mission orders, and objectives to guide it in accomplishment of command missions.

a. Within the above guidance, SMC—

- (1) Develops and formulates plans to provide efficient, integrated supply and maintenance support; publishes policies and issues directives to assure compliance on the part of units and personnel under its jurisdiction; and maintains current information on status, location, capabilities, and requirements.
- (2) Coordinates with CONUS national inventory control points and other authorized sources on supply availability; with TASCOT and field army support command (FASCOM) head-

quarters in development of theater maintenance management operations and materiel readiness programs; with theater air and navy, and, if specifically authorized, allied forces on material utilization screening and property disposal; and with U.S. Department of State agencies on negotiations and agreements with host country or other governments for local procurement and property disposal.

- (3) Coordinates with other TASCOT mission commands on their supply and maintenance requirements and on the provision of those services for which they have responsibility for its own support.

b. Field depots, ammunition depots, and petroleum facilities are the basic elements of the supply and maintenance system.

- (1) Field depots, established both in forward and rear areas of the COMMZ, provide for the supply and storage of subsistence items, packaged petroleum products, and most commodities included in the traditional categories of class II and class IV supplies. (A more detailed discussion of these classifications appear later in this manual.) For these supplies, field depots perform essentially a warehousing function. They maintain stock location records and react to instructions and directives from the SMC ICC which performs and exercises centralized stock control for them. All field depots do not stock all items, although stocks are balanced sufficiently to insure necessary dispersion. Not all field depots have maintenance missions, but are capable of accepting the maintenance units necessary to perform them.
- (2) Ammunition service is similarly based upon ammunition depot complexes located in both the forward and rear areas of the COMMZ. Provided on a corps slice basis, each complex consists of a conventional ammunition depot, a special ammunition depot,

and in some cases a general support guided missile maintenance facility. The rear ammunition depots make the preponderance of their shipments direct to the combat zone. Forward depots store combat essential reserve stocks, provide ammunition to users in their area of responsibility, and serve as a source of ammunition for the combat zone when shipments cannot be effectively made from rear ammunition depots. As with field depots, centralized stock control is exercised at the SMC ICC which also issues the day-to-day instructions and directives that cover ammunition depot operations.

- (3) Units comprising the petroleum group continue the current policy and accepted doctrine of distributing liquid petroleum fuels in bulk. The facilities that these units operate normally include the pipelines, terminals, tank farms, pump stations, hoselines, and associated equipment that extend the bulk petroleum distribution system from ports of entry as far forward as practicable, even into the combat zone.

From the main system, all means of bulk transport—tank truck, tank car, barge, and aircraft—are used to support volume consumers and direct support suppliers of the Area Support Command. Management, control, and direction provided by the SMC and its inventory control center are discussed later in this manual. Unit operations and responsibilities are contained in FM 10-67-1 (TEST).

c. SMC headquarters is, above all, a planning and policy-making agency. Essentially, the functional control centers and the subordinate operating commands have provided effective means for control and execution of day-to-day operations. SMC headquarters personnel can thus concern themselves with projected operations, long-range planning in support of TASCOM's mission, and coordination with supporting organizations in CONUS on the impact of production and procurement lead times; plans for introduction of new material; and effectiveness of response to command requirements in terms of order and ship time and adjustments in levels and factors on which theater requirements are based.

Section II. COMMAND AND CONTROL

6. Headquarters and Special Troops

Headquarters and Special Troops, Supply Maintenance Command, is the headquarters unit for SMC. It provides the personnel to direct, supervise, coordinate, and control the activities of the command, representing the integrated system for general support supply and maintenance to theater army and such other forces as directed.

7. Organization

The headquarters is organized along general staff lines, but is similar to a directorate staff in that special staff officers have been integrated into each of the general staff elements. The staff structure is shown in figure 2.

8. Command Section

The command section consists of the com-

manding general and the officers who compose his personal staff.

9. Personal Staff

The personal staff is composed of the commander's aides, information officer, inspector general, and staff judge advocate.

a. The information officer advises the commander and staff on all aspects of troop information and public relations and disseminates information pertaining to the command to appropriate information media in accordance with established command policies. He heads the information section consisting of an assistant information officer, information supervisor, and necessary information specialists and clerical personnel.

b. The inspector general inquires into and reports on matters which pertain to the per-

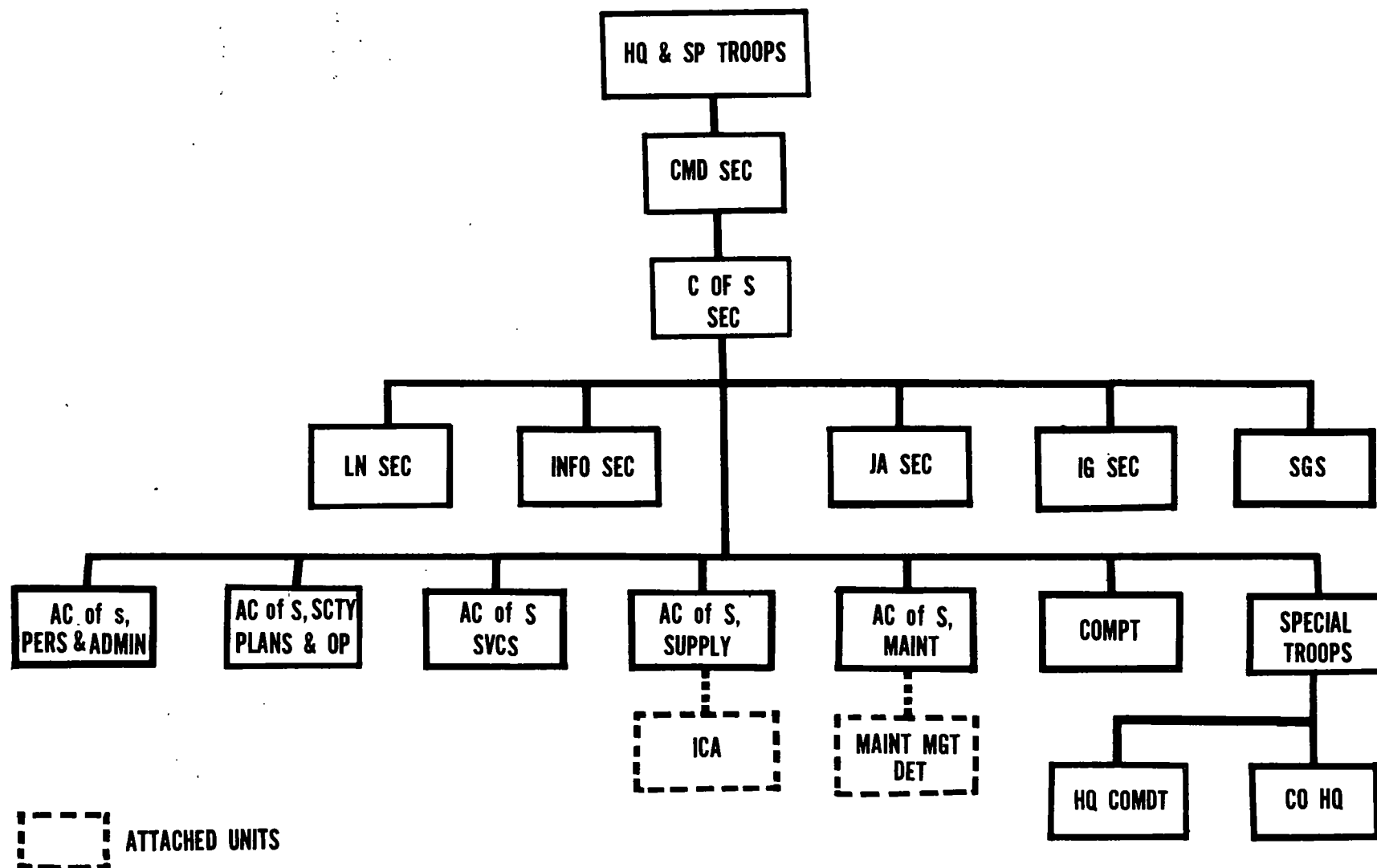


Figure 2. Headquarters and special troops, supply and maintenance command.

formance of the mission, state of discipline, efficiency, surveys, and studies, as directed by the commander and as prescribed by law and regulations. He receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies; recommends remedial action to correct deficiencies and delinquencies noted in inspections and investigations; and advises the commander concerning the release of information from inspector general reports. The inspector general heads the inspector general section which consists of assistant inspectors general with the necessary administrative and clerical personnel.

c. The staff judge advocate advises the commander and staff on legal matters. He supervises the administration of military justice training within the command; general courts-martial and investigations, as required, and furnishes legal assistance to military and other authorized personnel, provides legal opinions and advice on international law and agreements; and furnishes legal advice in connection with procurement and property disposal. The staff judge advocate section contains the commissioned and noncommissioned personnel to perform the functions indicated in FM 101-5.

d. The chief liaison officer may also be re-

garded as a member of the personal staff. He heads the liaison section consisting of liaison officers and other personnel through whom the commander maintains contact with other mission commands; supported commands; supporting commands within the United States; and, if authorized, supporting allied forces.

10. Headquarters Commandant

The headquarters commandant is charged with the responsibilities and functions indicated for the position in FM 101-5. In performing these functions, he supervises such activities as the arrangement and movement of SMC headquarters and the messing and controlling of headquarters personnel and casualties. He supervises training and morale activities of headquarters personnel and makes provision for the reception and accommodation of visitors. His command jurisdiction includes SMC special troops and units assigned or attached in support of the headquarters operation. His responsibilities exclude technical operations.

11. Headquarters Company

Headquarters company is the carrier unit for headquarters personnel and provides for their administration, mess, billeting, and organizational maintenance and supply. The company functions under the operational control of the headquarters commandant.

Section III. THE COMMAND STAFF

12. General

a. The command general staff consists of the—

- (1) Chief of Staff.
- (2) Assistant Chief of Staff for Personnel and Administration.
- (3) Assistant Chief of Staff for Security, Plans, and Operations.
- (4) Assistant Chief of Staff for Supply.
- (5) Assistant Chief of Staff for Services.
- (6) Assistant Chief of Staff for Maintenance.
- (7) Comptroller.

b. Each is assisted by specialists needed to provide staff advice, conduct planning, develop procedures, and make recommendations for

successful accomplishment of command mission in those areas for which they are assigned special responsibilities. In each case, duties and responsibilities generally parallel those outlined in FM 101-5. Duties and responsibilities peculiar to the SMC headquarters are indicated in the discussions below.

13. Chief of Staff

The chief of staff directs, supervises, and interprets the activities of the command staff. He exercises operational control over the Automatic Data Processing Center (ADPC) that services the command and establishes priorities for the use of machine time. The chief of staff is also the deputy commander to the commanding general, SMC. The secretary of the general

staff serves as executive officer for the chief of staff and as office manager for the commander and deputy.

14. Assistant Chief of Staff for Personnel and Administration

The Assistant Chief of Staff for Personnel and Administration plans, coordinates, and advises on personnel and administration matters within the command. His areas of interest include the provision of postal and special services support. He also exercises staff supervision over the adjutant general, chaplain, and military police officer. The chaplain and military police officer are authorized direct access to the commander on matters of command interest. He may, to accomplish assigned functions, organize his section into a—

a. Personnel Management Branch charged with plans, programs, and command policies with respect to awards and decorations and the appointment, promotion, classification, assignment, reassignment, rotation, and separation of personnel. This branch may also obtain summarized personnel and strength information for use in preparing manpower support plans, coordinate command labor requirements with the personnel and other appropriate commands, and formulate command policy with respect to employment and administration of civilian personnel.

b. Chaplain Branch to advise the commander and staff on all matters pertaining to religion and morals.

c. Law and Order Branch to advise the commander and staff on the maintenance of order and discipline and enforcement of laws, orders, and regulations within the command.

d. Adjutant General Branch to—

- (1) Operate a classified document element to control, dispatch, reproduce, store, and destroy all classified documents.
- (2) Operate a mail, records, and distribution center within the headquarters and coordinate with the servicing APO for receipt and dispatch of official mail.
- (3) Maintain liaison with the Armed Forces Courier Service.

(4) Serve as office of record for the headquarters.

(5) Prepare and distribute station lists.

15. Assistant Chief of Staff for Security, Plans and Operations

The Assistant Chief of Staff for Security, Plans, and Operations advises and assists the commander and staff on security, training, and intelligence matters within the command. He may, to perform assigned functions, organize his section into a—

a. Plans and Operations Branch to compile and maintain the command troop list, advise the commander and staff on all major strategic and tactical plans which may affect the command's operations, disseminate information on the planned buildup or reduction of U.S. and allied theater forces, request assignment or attachment of administrative support units as required, determine general and alternate locations for command installations, and publish movement orders for assigned units.

b. Intelligence Branch to direct the collection, production, and dissemination of intelligence; plan and execute through intelligence and other military and civilian agencies active and passive measures to counter or neutralize hostile espionage, sabotage, and subversive activities; and formulate policy with respect to loyalty investigations of military and civilian personnel.

c. Security Branch to supervise and coordinate prediction of fallout for enemy nuclear weapons and CBR monitoring and survey; exercise staff supervision over, and develop policy guidance, for employment of explosive ordnance disposal (EOD) units, military police, and other security forces within the command; and coordinate with the Area Support Command air and ground defense planning and command evacuation plans.

- (1) The branch also has the capability to prepare and maintain a visual display of information concerning nuclear blasts, radiological fallout, blowdown, chemical, and biological contamination, and any other effects of mass-destruction weapons or natural disasters which have an impact upon

combat service support operations. The information developed and presented includes both established facts and forecasts.

- (2) The branch can also maintain a current situation map showing the location of units and facilities, route conditions, and any other information suitable for visual presentation and of interest to headquarters personnel.

16. Assistant Chief of Staff for Services

The Assistant Chief of Staff for Services plans, coordinates, and advises on the provision of services within the command. His areas of interest include real estate and field installations, field services, and command requirements for construction and communications. He may, to perform assigned functions, organize his section into a—

a. Plans and Operations Branch to coordinate plans for the provision of services within the other branches of the section and insure that all details of the plans are provided for effectively.

b. Installations and Services Branch to develop requirements for real estate and field installations for the command and prepare plans for their acquisition, allocation, and use; develop requirements for provision of utilities and firefighting support; plan for the provision of laundry and renovation services; exercise operational control over the attached signal operating company; and advise the commander and the staff on matters pertaining to the Army Food Program and supervise food service within the command.

c. Transportation Branch to perform functions related to the provision of transportation service by the transportation command and to the use of organic vehicles throughout the command. These functions include recommendations concerning movement plans, allocation of transportation resources, and movements management policies.

17. Assistant Chief of Staff for Supply

a. The Assistant Chief of Staff for Supply develops policies and plans for command supply activities, exercises direct control over the ICC, and reviews supply activities on the basis of

summary management reports to evaluate the efficiency of supply functions and insure that supply plans and programs are effectively executed. To perform assigned functions, the section may be organized into a plans and operations branch, procurement and property disposal branch, and supply branch.

b. With the personnel who staff these elements and the ICC, which is an extension of his office, the ACofS, Supply—

- (1) Establishes supply levels based on directives from the theater army support command.
- (2) Recommends the assignment of supply and service units to meet varying workloads, specific projects, or emergency support requirements; and, in coordination with the ACofS for Security, Plans and Operations, determines sites for subordinate installations.
- (3) Coordinates with the Assistant Chief of Staff for Maintenance all facets of maintenance that impact upon the supply system.
- (4) Monitors the theater army materiel utilization program.
- (5) Reviews and approves supply procedures, to include normal and emergency requisitioning, issues, storage, accounting, and distribution.
- (6) Reviews and approves proposed stockage lists for subordinate commands.
- (7) Coordinates disposal actions with designated Department of Defense agencies.
- (8) Recommends policies, priorities, and allocations for controlled items.
- (9) Analyzes demand and issue data and develops criteria for determining consumption factors.
- (10) Develops and promulgates, within general guidance and allocations furnished by the theater joint procurement agency, policy and procedures with respect to procurement operations for which the SMC has responsibility. Coordinates procurement activities with other mission commands of TASCOC, as appropriate,

and supervises the command procurement program.

- (11) Advises the Assistant Chief of Staff for Services of real estate, construction, communications, transportation, food service, and veterinary service requirements.
- (12) Arranges, based upon requirements guidance from the command civil affairs authority, procurement, storage, and issue of supplies for civilian use.
- (13) Exercises general staff supervision over subordinate field depots and ammunition and petroleum groups.

18. Assistant Chief of Staff for Maintenance

The Assistant Chief of Staff for Maintenance plans, coordinates, and advises on the maintenance mission of the SMC. Basically, he provides detailed maintenance support portions of plans prepared in outline form by TASCOM headquarters and monitors the maintenance operations performed to support them by maintenance elements of the ammunition group and the field depots. His area of interest includes the maintenance of materiel, maintenance management, materiel readiness, and implementation of the Army equipment records system.

a. In performing assigned functions, the Assistant Chief of Staff for Maintenance—

- (1) Directs and supervises the MMC.
- (2) Develops plans, policies, and procedures for maintenance support within the field depot system and for maintenance of class II and IV components of guided missile systems.
- (3) Serves as materiel readiness officer for the command and develops and supervises the execution of plans and procedures to insure the materiel readiness of the command.
- (4) Establishes, in coordination with the Assistant Chief of Staff for Supply, priorities for the repair of equipment for return to stock.

b. To assist him in the performance of these functions, he may organize his section into—

- (1) A plans and operations branch to accomplish his responsibilities with

respect to maintenance planning and operations for the command; determine area, facility, personnel, and equipment requirements for future operations; determine and recommend, in coordination with the Assistant Chief of Staff for Supply, organization and deployment of field depots and subordinate units; and provide similar recommendations relative to the employment and deployment of guided missile maintenance companies with the ammunition group. This branch may also develop the maintenance, calibration, and evacuation portions of SMC planning documents and directives; develop plans and programs, to include production timetables and programming of depot-level modification work orders; develop plans for maintenance technical training, including requirements for training on new materiel expected to enter the theater and for materiel readiness; and determine requirements for additional units, skills, personnel, and civilian labor. It may also maintain and evaluate data required for long-range maintenance planning, to include historical data on man-hour and repair parts expenditures for type maintenance operations, area and facility requirements for maintenance operations, and experience data related to specific types of repair operations.

- (2) Specialized branches, such as electronics, mobility and special equipment, and weapons, to—
 - (a) Review materiel readiness reports, determine causes for poor materiel readiness, and recommend action to improve readiness.
 - (b) Develop and recommend policies and directives relative to maintenance procedures, inspection and serviceability standards, production techniques, and maintenance controls.

- (c) Provide data and recommendations to the plans and operations branch relative to maintenance and materiel readiness planning, organization for maintenance operations, training requirements, and long-range repair priorities.
- (d) Assist in the development of policies and procedures for maintenance support, collection, classification, evacuation, and calibration.
- (e) Review reports and data provided by the maintenance management center and, based on such reviews, recommend command or staff action with respect to training, modification of mission assignments, repair procedures and priorities, inspections, and evacuation policies and procedures.
- (f) Make recommendations to eliminate or alleviate problems in areas of excessive backlogs of work, repair parts shortages, unsatisfactory maintenance performance, shortages of skilled personnel, and inadequacy of tools and facilities.

- (g) Recommend the programming of specific type items for production-line maintenance.

19. Comptroller

The Assistant Chief of Staff, Comptroller serves as principal staff advisor to the commander on matters pertaining to management engineering, internal review, reports control, programming and budgeting. He administers the command reports control program, analyzes funding programs and funds utilization, and provides budget guidance and assistance in the preparation of budgetary reports. He also—

- a. Conducts surveys and special project studies related to the field of management, exercises staff supervision over the command ADP facilities, and coordinates machine requirements with the TASCOT comptroller.

- b. Processes reports of survey and, when appropriately augmented, performs functions relating to work simplification, work measurement, and cost reduction.

Section IV. SEPARATE UNITS

20. Signal Operations Unit

The signal operations unit—normally the signal operations company, medium headquarters—provides communications facilities and photographic services to meet the normal requirements of the SMC headquarters. It provides finance support and message center facilities, facsimile transmission, and telephone, radio, teletypewriter services. The unit, covered in FM 11-127, also provides still and motion picture photography (exclusive of aerial coverage). Signal operating units also operate and maintain the data terminals required to support the ADP activities of the S&M Command.

21. Transportation Car Company

The transportation car company, discussed in FM 55-35, is the source of motor transportation for SMC headquarters. It contains organic capability for command, control, administration, mess, and supply of its assigned personnel.

22. Military Police Company

A military police company, normally provided from the military police organization of the area support command, affords internal security for the headquarters and sensitive supporting facilities.

CHAPTER 2

SUPPLY

Section I. GENERAL

23. Commodity Groupings

The supply system recognizes basic groupments of supplies beyond the traditional classes I, II, III, IV, and V. These groupments, indicated below, are the basis of organization for the ICC, the structure of the command supply staff, and the operating supply and service units of field depots.

a. General Supplies. This groupment includes subsistence, clothing and organizational equipment, and general-purpose end items provided on the basis of TOEs, TAs, and other authorizing documents. These items are managed through the general supplies element of the ICC and handled by general supply companies at field depots. Airdrop equipment, which is also in this category, is supplied through airdrop units.

b. Major Equipment. This groupment includes combat and tactical vehicles, materials handling equipment, construction and barrier materiel, bridging equipment, self-propelled and towed artillery, and special-purpose vehicles. Many of the items in this group require special processing while in supply channels and, because of their critical nature or cost, may be subject to command control. These are handled by heavy materiel supply companies at field depots and managed through the major equipment element of the ICC.

c. Electronics Materiel. This groupment consists of communications and electronics equipment and cryptographic material, including paper aids. These items are managed at the ICC by the electronics materiel element. Communications security equipment is provided through field depots.

d. Repair Parts. This groupment includes repair parts needed to maintain army materiel.

It encompasses assemblies, subassemblies, and components for end items. It excludes explosive repair parts, repair parts for medical equipment, and tools and cleaning and preserving supplies required for maintenance operations. Management is exercised by the repair parts element of the ICC. Storage and issue are performed by repair parts supply companies and aircraft and missile repair parts supply companies at field depots.

e. Petroleum. This category includes bulk petroleum, greases, oils, and lubricants. It is managed by the petroleum element at the ICC. Bulk petroleum is provided through the petroleum group; packaged petroleum products through general supply companies at field depots.

f. Ammunition. This groupment includes conventional and special ammunition. It is managed by the missiles and munitions element of the ICC and supplied through the ammunition group.

24. Underlying Principles

The supply system operated through the SMC contemplates application of—

a. Throughput of Supplies. Throughput is the bypassing of one or more intermediate supply installations in the distribution of supplies from rear to front. Throughput is a function of supply in that items for throughput are identified, packaged, and marked before entering the transportation system. It is a function of transportation in that items are delivered as consigned by the shipper regardless of time and distance factors involved. It is application of the principle that supplies be delivered to assigned destinations with as few handlings as possible. Obviously, differences in areas of op-

eration, tactical plans, enemy capabilities, and similar factors influenced the amount of throughput that can be built into the system. It is important, however, that the objective of throughput distribution be recognized, and that every effort be made to realize advantages from its potential.

b. Scheduled Supply. Scheduled supply is the system in which the supplier calculates the quantities of essential items for using organizations and ships them forward without requisitions on schedules that are agreeable to the user and which he can change by notification to the supplier. The speed of computation and communication inherent in automated processes makes it feasible to adapt some principles of scheduled supply to commodities with uniform demands or for which requirements are reasonably predictable. The balance between the system that employs maximum supply by schedule and the one in which it is used proportionally is a matter of judgment based on specific requirements to be met and conditions to be encountered. Generally, the system should be capable of accepting any percentage of supply that can be scheduled and that military practicality allows.

c. Unitization of Supplies. Unitization of supplies may be generally defined as the process in which a number of items, like or dissimilar, are packed and packaged so that they can be handled as a unit from time of preparation through storage to issue. Theoretically, therefore, unitized supplies initially prepared at a manufacturer's plant are deliverable unbroken to a consuming unit. Unitized procedures involve an accuracy of requirements determination now unobtainable. Accordingly a point in the distribution system must be identified at which

loads can be broken down. Management is necessary to determine or to estimate the "breakpoint" based on the peculiarities of the various commodities of supplies.

d. Uniformity of Operations. Military Standard Requisition and Issue Procedures (MIL-STRIP), the uniform materiel issue priorities system (UMIPS), and the military standard transaction and accounting procedure (MIL-STRAP) are among the measures the Army has taken to standardize a system for requisitioning, receipt, issue, and management of materiel inventories. The Army field stock control system (AR 711-16) provides for the collection of demand data and establishes stock control and accounting procedures compatible with, and within the purview of these standardized policies. These procedures consist in the single-line requisition method as the basis for the accumulation or realistic demand data which are the foundation for the selective stockage plan whereby authorized stockage lists are established and maintained enabling supply organizations to provide fast-moving items as needed and call forward from the rear slow-moving ones as required.

e. Air Line of Communications. An air line of communications (ALOC) is considered an integral element in a theater supply system. An ALOC can be most efficiently utilized in the movement of supplies from COMMZ to forward areas in field army. Maximum use is made of loading and unloading facilities at points of departure in COMMZ and points of destination. Multihandling is kept to a minimum. Reductions in item stocks and intermediate storage facilities are possible. Repair parts and special ammunition are particularly appropriate for movement by an ALOC.

Section II. SUPPLY MANAGEMENT

25. General

In addition to the principles just discussed, supply has been influenced by technical and technological advances which have fostered a whole new generation of concepts for effective support of forces in combat. The full impact of these is the realization that the capability is now available to centralize management of combat service support functions at points hereto-

fore impracticable under a system oriented on manual processing.

a. This capability is in the form of computers and ancillary machine equipment at SMC headquarters as well as at FASCOM and support brigade headquarters in combat zone. Electrically or electronically linked to each other and connected, by a reliable and high-capacity communications network, with compatibly

equipped facilities in CONUS, the computers accelerate the tempo of data processing and the provision of summarized data on which command control decisions can be based.

b. By programming of computers, supply transaction data can be processed, summarized, and integrated with related maintenance and movements information and produce almost instantaneous response to routine demands and identify deviations from routine which require human interpretation or decision.

c. Since both the supply and maintenance management systems are predicated on the use of automatic data processing equipment, it is essential that the discussion below be placed within the framework of the following:

- (1) The flow of requisitions, status reports, activity summaries, materiel release orders, materiel release denials, shipping directives, inventory counts, and inventory receipts is between ADP facilities, depots, and direct support units.
- (2) On-line computer-to-computer communications connect the SMC ICC with the inventory control center of the field army support command, the movement control center (para 29), and the alternate SMC ICC (para 26). On-line input-output devices connect the SMC ICC with field depots and direct support units, and on-line remote inquiry devices provide interrogation capability at SMC headquarters and the ICC.
- (3) The Automatic Digital Network (AUTODIN) network connects the SMC ICC with CONUS sources of supply and should result in a process by which CONUS NICP's can convert the DA-approved theater stockage objective into a theater authorized stockage list and provide from the Army Master Data File information essential to maintenance of theater supply records.

d. These things do not change, however, the fundamental factors of the processes involved. Automatic data processing is neither subordinate to nor a substitution for effective supply.

The equipment serves as a tool of management; not as its replacement. System and service must be mutually supporting in attainment of the common objective.

26. Automatic Data Processing Service

The service is provided at SMC headquarters by the automatic data processing unit (TOE 29-540) which operates the command automatic data processing center (ADPC). Equipped with computers and ancillary equipment and staffed with programmers, machine operators, and equipment maintenance personnel, the center provides support for the supply and maintenance functions of the SMC and such other functions of TASCOT as machine time allotment may permit.

a. Provision is made for continuing the SMC ADP functions in case of an emergency by designating the ASCOM ADP facility as an alternate and arranging for it to receive periodic summary data and records in sufficient detail to assume the SMC ADP supply function, if required. Such data includes information covering issues, receipts, adjustment of on-hand balances, dues-in, and back orders. This summary information is provided by the SMC ICC via computer-to-computer link-up or by tapes which are sent by courier. Personnel to establish an alternate ICC, if required, are obtained from the SMC ACofS for Supply staff and TASCOT field depots.

b. Should no alternate ADP facilities be available, scheduled periodic printouts previously provided by the SMC ADP unit can be used. These listings, provided to storage sites, as discussed in paragraph 50, permit their use for short periods in a manner similar to the manual stock record system. Under these circumstances, requisitions from the FASCOM ICC and from communications zone units would be forwarded to depots as determined by the Assistant Chief of Staff, Supply.

c. To assure continuing supply under all contingencies planning at SMC headquarters provides for measures to be taken if communications between the SMC ICC, the FASCOM ICC, field depots, or ASCOM units are disrupted. Such measures normally consist in emergency shipments from field depots of established quantities and types of supplies. If communications

between the SMC ICC and NICP's are disrupted, requirements can be transmitted in card or tape format by airmail or air courier.

d. The main and alternate systems discussed here are based on the availability of later generation concepts and computer methodology. Appendix D discusses methods of operations based on a phased injection of ADPE within the alternate Combat Service Support Data System (CS₃) discussed in FM 54-8 (TEST).

27. Inventory Control Center

The inventory control center (ICC) is the seat of supply management activity from the SMC. The center (app B) is charged with integrated material inventory management over supplies for which the SMC is responsible. Using the facilities of the ADPC, it collates, analyzes, advises, and disseminates complete and current information on all supply transactions and associated data. Staffing, other than that governed by appropriate authorization criteria, is the minimum essential to provide for 24-hour operation (two 12-hour shifts) based on considerations of transaction volume and management of approximately 300,000 line items. The Inventory Control Agency (TOE 29-502), which provides the personnel, has essentially the same relationship with the Assistant Chief of Staff for Supply, SMC, as the division administration company has with division headquarters (FM 12-11).

a. In performing its mission, the center operates as an extension of the Office of the Assistant Chief of Staff, Supply, SMC. It operates under his direct control, and his staff determines the general policies under which the ICC executes assigned functions. These, unless otherwise directed, normally place upon the ICC responsibility to—

- (1) Initiate management decisions concerning action to fulfill supply requirements by requisition in CONUS, local procurement, or by redistribution of supplies within the theater.
- (2) Compute requirements for supplies and equipment of the theater army.
- (3) Perform continuous surveillance of the supply system to determine effect of new or modified supply directives.

- (4) Review and analyze demands to recommend adjustments to requisitioning objectives and additions to and deletions from theater army stockage lists.
- (5) Report significant data to the SMC staff.
- (6) Direct disposal of supplies and equipment.
- (7) Direct rebuild when such is authorized in the theater.

b. While the ICC thus influences directly and indirectly the activities of operating supply units, it is not in the chain of command. Commodity managers in the center review machine actions and interpose human judgment whenever necessary, making or recommending determinations on actions that are not adaptable to routine machine solution and assuring that the ACofS, Supply, has timely and accurate information on which command decisions can be based.

28. Maintenance Management Liaison

Since maintenance at the SMC level is concerned primarily with support of the supply system, a close relationship exists between the ICC and its counterpart maintenance management center (MMC). The MMC, discussed in paragraph 39, coordinates directly and continuously with the ICC on supply requirements to be met through maintenance support and on the establishment of priorities of items to be repaired or reclaimed for return to stock. It programs workloads and establishes relative priorities for the repair and reclamation of materiel based on availability of maintenance resources and information furnished by the ICC. It, in turn, provides to the ICC information on assets being repaired or recovered for return to stock so that they may be picked up as dues-in to the theater supply system. Status reports generated by operating units and correlated by the ADPC enable the two centers to maintain a constant surveillance of the total system and shift resources and workload accordingly.

29. Movements Management Liaison

The Transportation Movements Control Agency (TOE 55-4) provides the teams to man

the TASCOM Movements Control Center (MCC) that serves the Transportation Command in the same way that the Inventory Control Center (ICC) serves the Supply and Maintenance Command.

a. The MCC is responsible for port clearance and throughput programs. It works closely with the ICC as the management of movements requires not only the coordination of the transport mode and terminal operators but also a knowledge of the requirements for transport, the abilities of consignors to ship, and consignees to receive the shipments.

b. The ICC provides to the MCC gross transportation requirements which become the basis for the allocation of transportation to depots. Since the consignee is indicated in requisitions at the time of submission, throughput is virtually automatic and further application of military standard requisitioning and issue procedures can enable preparation of the shipment for its ultimate destination.

c. The ICC can by the use of cargo disposition instructions, if necessary, request the MCC to divert shipments en route or specify a destination if needed. The MCC, having a suspense in-transit file on shipments, can forward appropriate information to the ICC to replace shipments that may be destroyed through enemy action or lost through misrouting.

d. The ICC determines what supplies are required for movement to forward units or activities. Together, the MCC and the ICC establish supply distribution patterns and a movement program so that the resources of both the depots and the transportation system can be best utilized. In determining these distribution patterns, consideration is given, among other things, to the capabilities of the consignor and consignee to ship and receive by the various modes, their total capability, their respective geographical locations, and their locations with respect to the available transportation system. These "most desirable" patterns are then placed in the computers which serve the ICC and MCC.

e. When a supply requirement is received by the ICC, determination is made as to supply availability and which depot or activity can best accomplish the supply action. The supply action is thus relayed to the shipping activity and to the MCC by computer-to-computer link. The MCC determines which mode can best accomplish the movement, whether the consignor can load and the consignee unload the shipment within the time frame of the supply and transportation action, and advises the Transportation Movements Offices (TMOs) at origin and destination of the transportation requirement.

Section III. COMMAND SUPPLY OPERATIONS

30. General

The theater army support command develops the overall combat service support plan. SMC prepares detailed supply and maintenance plans and supervises and controls their execution. Stock location, for theater army stocks is formalized at the field depot level where, whenever practicable, it is centralized at field depot headquarters. Supply control, which encompasses centralized stock control of theater assets, computation of theater army requirements, theater army supply replenishment, and local procurement of supplies and equipment, is a responsibility of the SMC ICC which performs it as the supply management activity for the command.

31. Supply System Summary

It must be recognized that the supply system

is, in its overall aspects, the composite of the several subsystems of which it is composed. The system for subsistence, for example, is based on supply by schedule. This commodity, which presents essentially a tonnage problem, moves through supply channels at a uniform and predictable rate. It can, except for compelling reasons, be adapted to throughput shipment in palletized and unitized loads, and be managed and controlled by a system of status reporting without need for requisitioning. Bulk petroleum has many similar supply characteristics and can also be effectively managed by a system of forecasts and status reports. These reports, in essence, substantiate the virtual automatic issues of produce. Ammunition, discussed in this manual only insofar as management is concerned, is supplied on the basis of

supply rates and allocations directly related to tactical operations, and, in the case of special ammunition, under rigid tactical control. Essentially, therefore, the system discussed here applies to those commodities supplied on requisitions and for which standard military requisitioning and issue and related stock control procedures are generally applicable (fig. 3).

a. Requisitions from supported field army forces, ASCOM, and other designated commands or activities in the communications zone are received at the SMC ADPC.

(1) Requisitions from the field army are currently received by direct link-up with the FASCOM computer. Fringe item and other requisitions containing exception data are received by mail or courier service. Depending on item availability within sources under SMC control and issue criteria as outlined by the ICC, a Materiel Release Order (MRO) directing shipment is transmitted to a field depot.

(a) The MRO is converted at the field depot to a two-part shipping tag which is sent to the unit of the depot that stocks the required item.

(b) If the required item is not available and depending upon priority and established policy, the ICC may establish a back order or refer the requisition to CONUS. Referral to CONUS with request for "mark-for, ship-to" coding is the preferred method.

(2) Essentially the same procedure is followed on requisitions received from units located in COMMZ. The ICC directs shipment from a field depot when requested items are available or initiates a back order or passing action for items that are not.

b. The ICC initiates and transmits to CONUS National Inventory Control Points (NICPs) or other designated sources of supply requisitions for supplies to replenish field depot stocks (including theater reserves), support contingency plans, and introduce new items in the theater. These requisitions indicate a consignee wherever possible to avoid unnecessary han-

dling and processing of the shipment by intermediate supply installations.

32. Operational Guidance

All of the aforementioned are performed within the policy guidance of the Assistant Chief of Staff for Supply. Standard computer programs, developed and approved by DA, are utilized by the ADPC for processing, storing and displaying the vast amounts of logistical data that are received and generated. Program changes, except for minor modification of the reports generator program, may not be made by the theater.

a. Since the ICC performs centralized stock control, it furnishes shipping instructions, inventory requests, preprinted receipts for requisitions, and catalog data to the field depot. In placing inventory requests on the depots, the ICC normally designates individual items or a commodity grouping. Complete inventories, unless special situations require, usually result in an excess number of items being on issue freeze at the ICC.

b. Control of inventories is maintained at the ICC by commodity managers and within parameters of ADPE programming. Inventory count cards are predated 1 to 3 days by the ICC to allow for the orderly processing of receipts, and shipping instructions prior to freeze. Inventory requests are usually generated when—

- (1) Materiel release denials or warehouse refusals occur.
- (2) Cycle date for inventory is reached.
- (3) Item reaches zero balance and no recent cycle inventory has been accomplished.
- (4) Location surveys at the storage sites indicate a need for an inventory.
- (5) The commodity manager determines that some special situation requires an inventory.

33. Procurement

Procurement activities within the SMC consist of those performed by the Assistant Chief of Staff, Supply, and the field procurement detachments under his control. The Supply and Maintenance Command is responsible, unless otherwise directed, for the procurement of sup-

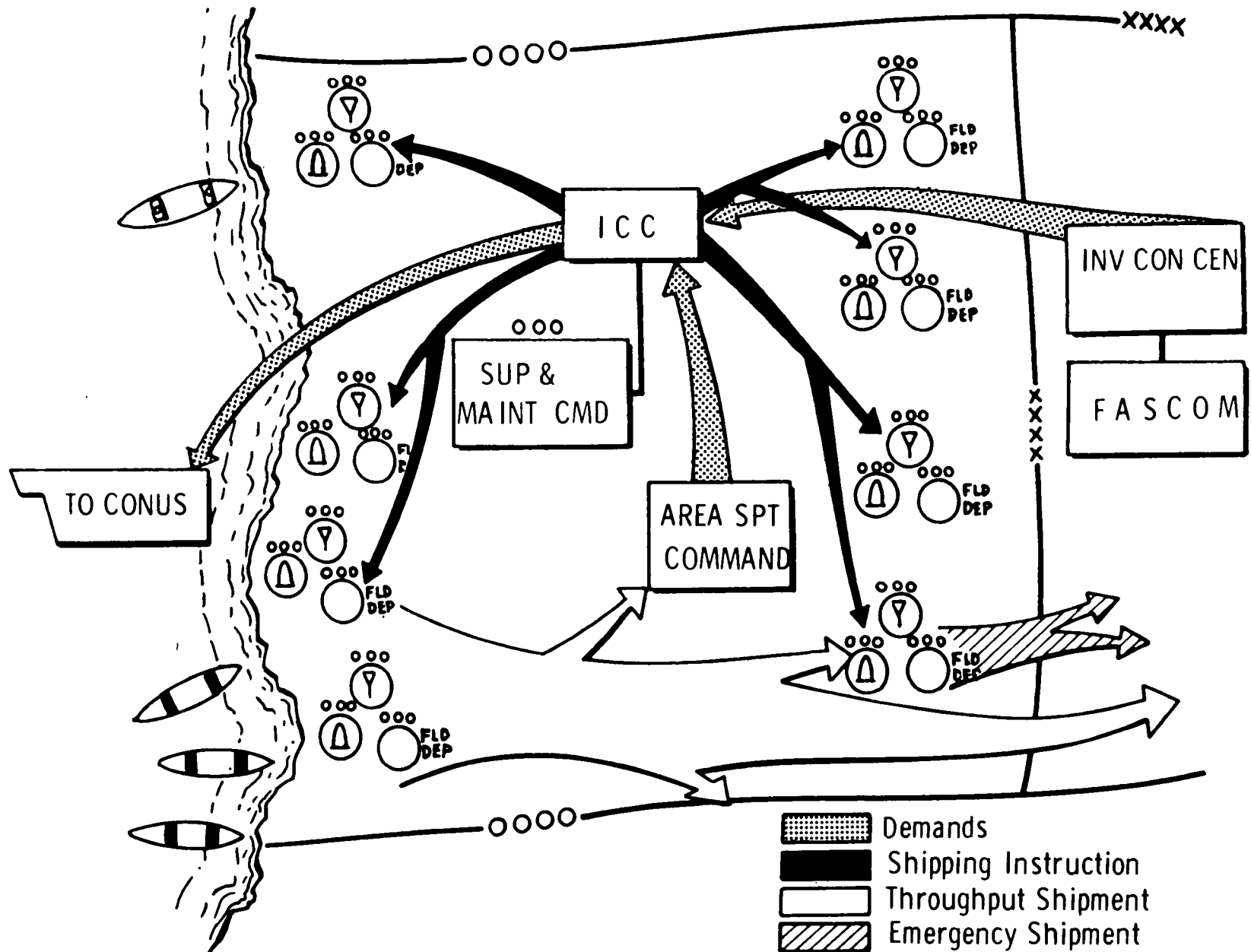


Figure 3. Requirements and distribution.

plies, equipment, and services for which it has mission jurisdiction. Labor and facilities and services peculiar to other mission commands are normally excluded. A complete discussion of SMC procurement appears in appendix C.

a. Procurement of supplies and equipment is in accordance with requests and schedules from the SMC ICC, which maintains listings of supplies available and allocated for purchase from local resources based on directives and information from the SMC headquarters or higher authority. These listings are established in coordination with the theater civil affairs officer, based on national agreements and theater policy, to preclude disruption of the local economy.

b. The Assistant Chief of Staff, Supply, exercises general staff cognizance over SMC procurement activities through the Procurement and Property Disposal Branch in his office. Procurement personnel in the branch, acting within general guidance and allocations of procurement activities at higher level headquarters, develop policies and procedures with respect to the procurement operations for which the SMC is responsible. They also—

- (1) Coordinate procurement activities with other mission commands of the TASCOC, as appropriate.
- (2) Establish procedures to insure that locally procured supplies are inspected before acceptance.
- (3) Direct activities of field procurement detachments.
- (4) Issue procurement directives, based on requests received from the ACofS for Services and the ACofS for Maintenance, for maintenance and miscellaneous services to field procurement detachments.

c. The ICC generates procurement requirements as a part of its commodity management responsibilities. It also performs administrative processing of procurement directives and monitors command procurement activities for the Assistant Chief of Staff, Supply. Contract

administration is normally excluded from center activities.

d. Field procurement detachments are the operating procurement elements. Number and composition depends upon such factors as the type and amount of activity, operational environment, and assigned missions. In some environments and, depending upon national agreements, detachments may require the assistance of local personnel as representatives of the indigenous authority, as interpreters, or as intermediaries.

- (1) The wide variances in international trade agreements, host-country procurement regulations, tariffs, excises, import-export duties and controls, nationalization of resources, trade restrictions, business and labor laws, and commercial procedures and customs of the various countries with which the United States has mutual aid pacts, emphasize benefits to be derived from the policy of centralized procurement. Consideration may be given, therefore, to the establishment of regional procurement offices in each country where the SMC conducts procurement. It is possible that one office may suffice where several countries have mutual and uniform trade agreements.
- (2) Field procurement detachments have the general mission of locating resources, carrying on all preliminary negotiations, and inspecting products or services. Within such limiting factors as the amount of money involved, type of procurement, and duration of the contract as determined by higher authority, they may be authorized to conduct formal negotiations and to award contracts will be as directed by SMC headquarters. They routinely maintain liaison with appropriate national civil and military authorities and the U.S. Army civil affairs elements and report to SMC headquarters local resources that may be exploited.

Section IV. OPERATING COMMANDS

34. Identification

Field depots, the ammunition group, and the petroleum group are the major subordinate commands of the SMC. Field depots are generally discussed in chapter 4. The ammunition group is discussed in FM 9-6-1 (TEST). The petroleum group is discussed in FM 10-67-1 (TEST).

35. Composition

a. Field Depots. Field depots consist of a headquarters element and varying types and numbers of general support supply and service and general support maintenance units. Field depots are, in essence, counterparts of general support groups in the field army. In most cases, the same types of unit are used. A field depot command may be organized when justified and approved by theater army or higher headquarters.

b. Ammunition Group. The ammunition group consists of a headquarters unit and battalions of conventional and special ammunition companies; military police physical security companies; and, in some cases, guided missile maintenance companies. The mission of the group is to provide ammunition service support to the combat zone and to a field army slice of the COMMZ. This is done, as indicated in paragraph 5, by the operation of ammunition depot complexes.

(1) Essentially, conventional ammunition is supplied by a system based on tactical allocations, projected requirements and expenditures rates.

(a) For the most part, shipments are made from rear depots to direct and general support installations in the combat zone. There is, however, a requirement to provide conventional ammunition to using units in, or moving through, the COMMZ. These requirements are met by supply point distribution from ammunition depots. Details on the operation are contained in FM 9-6-1 (TEST).

(b) Supply management of conventional ammunition is exercised by SMC

headquarters through the ACoFS, Supply, and the ICC. The ACoFS, Supply, also exercises operational control over the ammunition group. ICC activities in regard to conventional ammunition are discussed in appendix B.

(c) Maintenance of conventional ammunition is normally limited to in-storage maintenance. This consists in cleaning, removal of minor rust or corrosion, protection of exterior surfaces of individual items and of ammunition packaging materiel, and repair boxes or containers. This maintenance is a continuing function and the responsibility of every conventional ammunition organization. Depot maintenance of conventional ammunition includes the removal of extensive rust or corrosion, painting and stenciling of projectiles, partial or complete disassembly or replacement of component parts of ammunition items, and other operations more extensive and hazardous than in-storage maintenance. The purpose of depot maintenance is to restore ammunition to a serviceable condition. Normally, depot maintenance is not performed in an active theater unless critical shortages make it necessary. When depot maintenance is directed and authorized, it is accomplished in the COMMZ by the ammunition group.

(2) Special ammunition encompasses nuclear warhead sections, atomic demolition munitions, nuclear projectiles and associated spotting rounds, propelling charges, and repair parts peculiar to these items; nontoxic chemicals and toxins; and toxic biological products and living organisms employed to produce death or casualties in men or animals, destroy material, or to defend or make hazardous the occupation of certain areas.

(a) For this category of ammunition, supply action is normally based

upon tactical considerations and weapons availability. The primary reason is that special ammunition is allocated from one commanding general to another, beginning at theater and ending at division level. Special ammunition thus differs from conventional ammunition in that it is not moved forward under a push-type system and is not allocated through normal command channels.

- (b) As a result, special provision has been made for its management by the SMC ICC in the form of a Spe-

cial Ammunition Logistical Element (SALE). The SALE, its personnel, and functions are discussed in Appendix B.

c. Petroleum Group. The petroleum group consists of a headquarters unit and battalions of petroleum operating company. The group has the mission of operating the bulk petroleum distribution system that supports the theater army sources. As with all classes of supply, supply management for bulk petroleum is exercised through the ICC. For details on the operation of bulk petroleum supply system and functions of the operating units, see FM 10-67-1 (TEST).

CHAPTER 3 MAINTENANCE

Section I. GENERAL

36. Command Maintenance Mission

SMC maintenance responsibilities consist of general support maintenance and, as authorized, provision of depot maintenance as prescribed and defined in AR 750-1 and 750-5. General support maintenance is that performed in support of the supply system. It is essentially the repair of items for return to supply channels. Depot maintenance is that which, through overhaul of economically repairable material, augments the procurement system by reducing replacement requirements and which provides for repair of material beyond the capabilities of general support maintenance organizations. Unless otherwise authorized, depot maintenance in the theater of operations is exclusive of the complete rebuild of end items.

37. Command Maintenance Responsibility

The ACofS, Maintenance, is the general staff officer charged with the maintenance activities of the command. In this capacity, he—

a. Serves as principal staff advisor and coordinator to the commander on all matters pertaining to the command's maintenance mission.

b. Supervises maintenance planning within the command, to include development of materiel readiness plans and programs.

c. Keeps the commander informed on progress, status, requirements, and anticipated or existing problems, including remedial actions recommended, planned, or instituted.

d. Maintains coordination with the TASCOT maintenance staff on matters relating to long-range resource requirements and theater level maintenance plans and programs, and provides current information on the status, capabilities,

limitations, and problems of the command maintenance structure.

e. Contributes to or prepares the maintenance and evacuation portions of TASCOT orders and directives, as required.

f. Provides input, as required, to base development plans and maintenance support plans in support of current or planned maintenance requirements.

g. Prepares plans for and supervises the calibration program, overhaul of materiel, and equipment modification.

h. Maintains liaison with the maintenance staffs of FASCOT and ASCOT on matters relating to evacuation of materiel to COMMZ field depots for repair, calibration requirements, support requirements, and requirements for submission of maintenance data and reports.

i. Coordinates with the Engineer Command on matters relating to general support maintenance of construction equipment, with the Transportation Command with respect to maintenance of marine and rail equipment, and with other staff elements of the command on maintenance matters within the scope of their responsibilities.

j. Coordinates with the ACofS for Security, Plans, and Operations on preparation of plans, relocation of units, use of sites and facilities, training requirements, and mission assignments for maintenance units.

k. Coordinates with the ACofS for Services on matters relating to real estate and facility requirements.

l. Coordinates with the ACofS for Personnel and Administration on requirements for personnel and units and employment and administration of civilian personnel.

m. Coordinates with the ACofS for Supply on such matters as repair parts requirements to support maintenance efforts, theater stockage objectives for repair parts, priorities for the repair of material in short supply; requirements for special tools and equipment; requirements for local procurement of fabrication of repair parts; requirements for the reclamation of required items from uneconomically repairable end items or components; the disposition of scrap; and maintenance processing and assembly of equipment entering the theater and for the in-storage maintenance and modification of depot stocks.

n. Exercises staff supervision over the Supply and Maintenance Command headquarters maintenance section. Establishes policies for its operations. Directs its efforts.

o. Exercises supervision and control over the maintenance management center (MMC).

p. Develops, plans, and establishes policies and procedures for maintenance support within the field depot system and for the maintenance of class II and IV missile system materiel.

38. The Command Maintenance Staff

Organization and responsibilities of the command maintenance staff are discussed in paragraph 18. Its functions, to provide advice and assistance to Assistant Chief of Staff for Maintenance and to carry out his approved plans and programs for successful accomplishment of the command maintenance mission. Its operations are geared to the total responsibilities of the SMC and, when necessary, to provision of direct support maintenance for class II and IV components of missiles and missile systems in support of firing units in the COMMZ.

a. In performing its functions, the staff—

- (1) Determines requirements for and recommends allocation of maintenance

support units, materiel facilities, and personnel.

- (2) Recommends realignment of the maintenance support structure due to workloads or specific project or support requirements.
- (3) Serves as the point of contact between the theater and CONUS maintenance activities on matters relating to evacuation of materiel for rebuild, calibration, maintenance data and reports required by CONUS activities, and technical information requirements.
- (4) Organizes and provides policy and procedural guidance for command maintenance management inspection teams.
- (5) Develops, implements, and supervises plans and procedures for materiel readiness of the command.
- (6) Analyzes data and reports provided by the MMC and takes or recommends any action required as a result of such analyses.
- (7) Recommends evacuation policies with respect to unserviceable materiel and policies and procedures for providing backup maintenance support to field army and area support command maintenance units. Performs similar functions with respect to direct support of class II and IV components of missiles and missile systems when such support is the responsibility of the ammunition group.

b. Plans, programs, and mission assignments are passed on to operating units through command channels. Such programs and procedures include maintenance and inspection standards and acceptable deviations; type, format, and frequency of reports required; priorities for the repair of material; modification work order implementation schedules; limitations on the time to be expended in the maintenance of specific types of materiel; and managerial techniques to improve efficiency and production of maintenance operations.

Section II. MAINTENANCE MANAGEMENT

39. Maintenance Management Detachment The maintenance management detachment

(TOE 29-403) provides personnel to staff the maintenance management center (MMC) of

the command. The detachment is organic to SMC headquarters and operates under the immediate control of the ACofS Maintenance.

a. The detachment has the following capabilities and limitations:

- (1) It can maintain continuous evaluation of workloads and capabilities of maintenance units, cross-level workloads or resources to develop maximum effectiveness of maintenance operations, and maintain materiel readiness status of the command by analyses of statistical data provided through the ADP center.
- (2) It cannot support itself administratively. Mess, supply, signal, personnel service, and medical support must be provided by headquarters SMC.

b. The detachment is headed by a maintenance management officer, who, under the immediate direction of the ACofS Maintenance, supervises detachment personnel in discharge of command maintenance management responsibilities. The officers and noncommissioned officer of the detachment are normally assigned duties on a commodity basis for routine management activities, recommending data requirements and maintenance controls, and coordinating evacuation of unserviceable material to the proper facilities. Broad commodity areas for management cover electronics, mobility items, weapons, and special equipment. These areas may be divided into such subgroups as aircraft, automotive, chemical equipment, generators, construction equipment, materials handling equipment, artillery, missiles, laundry and bakery equipment, fire control instruments, small arms, special electrical devices, radio, radar, communications equipment, office machines, ADPE, power tools, and medical equipment.

- (1) The clerks type, file, and process reports for the MMC and do other clerical work as required.
- (2) The illustrator gives the detachment a limited capability for preparation of data charts and other graphic portrayals.

c. In continuous cooperation with personnel of the staff of the ACofS Maintenance, the MMC—

- (1) Collects, sorts, and analyzes maintenance data, reports, and listings from subordinate units and the ADPC. This includes like information originating with supported units or commands.
- (2) Influences performance of maintenance and related operations by command instructions and guidance to subordinate units. The center also instructs subordinate units on type and frequency of reports required for routine maintenance management, and directs the ADPC on the processing of data submitted by such subordinates.
- (3) Continuously evaluates workloads and capabilities of maintenance operating units and maintains constant awareness of resource requirements and production difficulties affecting the command maintenance mission.
- (4) Publishes, or coordinates publication of, maintenance and materiel readiness summaries, special lists, and equipment status reports.
- (5) Through coordination with the ICC, keeps abreast of the status of end items and repair parts and of requirements for establishing repair priorities and for fabricating or cannibalizing parts. This data is the basis of information to the command maintenance staff on repair parts requirements, and problems and on the situation of unserviceable and repaired assets within the maintenance operating companies or units. It also determines disposition instructions for repaired materiel and scrap.
- (6) Analyzes and evaluates reports and other data processed through TAERS to identify, anticipate problem areas, and emphasize other elements of information requiring decision or other command action at SMC or higher level.
- (7) By close liaison with the ADPC, assures that maintenance data required by TASCOT and other headquarters is properly prepared and transmitted and that maintenance management data is properly processed.

40. Maintenance Management Operations

The following is presented to illustrate a method of operation for management and control of the maintenance functions performed within the command. It is neither all inclusive nor inviolate. Command maintenance officers and staff maintenance managers, acting within command policies and delegated authority, may—and should—adopt the pattern to the extent and in the manner necessary for effective control of operations in their particular situations.

a. Disposition of Workload. General support maintenance units, including classification and collection companies, routinely submit to the ICC reports on the type and condition of workload received.

- (1) They also submit to the MCC periodic reports on workload received and processed during the specified period. The reports submitted to the ICC are necessary for stock control purposes as they indicate types and quantities of items on hand although unserviceable. The report submitted to the MMC is a management tool by which the center keeps tract of workload, progress, and problem areas.
- (2) When items have been repaired or restored to serviceability such changes in status are reported to the ICC so it can adjust stock records and, in coordination with the MMC, determine and provide disposition instructions for return of the assets to supply stockage.

b. Maintenance Guidance. In the matter of maintenance guidance, the MMC is both a receiver and a provider.

- (1) It receives from the command maintenance staff programs, priorities, instructions, and guidance dealing with such things as expected influx of new equipment, maximum time to be expended in the repair of specific items, reclamation requirements, maintenance standards to be used when published standards are not available or require modifications, and changes in mission assignments which will require redirection of workload among maintenance units.

- (2) It provides to maintenance units guidance on such matters as planned workload input, production-line maintenance requirements, and repair priorities; instructions on controlled cannibalization; requirements for parts fabrication, production or management techniques to be followed; and required reports.

c. ICC/MMC Liaison. Day-to-day activities of the MMC require liaison and coordination with the ICC control center and the interchange of information between both activities. The MMC provides to the ICC, for example, information relating to parts requirements and parts failures that may affect supply system operations. The ICC, in turn, based on its stock control records and the information received on repair parts requirements and parts failure experience, advises on maintenance priorities that should be afforded in the light of supply system shortages, requirements for reclamation of serviceable or economically repairable components from items to be scrapped and repair parts and other maintenance materials to be obtained through local procurement or fabrication.

d. Army Equipment Record System. A separate but indispensable source of data upon which to base or modify maintenance support operations stems from reports, listings, and graphic portrayals of data relating to maintenance condition and performance which is reported, collected, processed, and analyzed under the provisions of the Army Equipment Record System.

- (1) The MCC provides instructions to the ADPC relative to processing of data and provides instructions on the format and content of required reports, summaries, and listings. It receives and analyzes processed data provided by the ADPC and assures its distribution to the command maintenance staff and such other staff elements as appropriate. It also prepares graphic portrayals of the data, as necessary, and provides assistance to the maintenance staff in determining the format and requirements to special printouts, summaries, or listings.

(2) Some types of data that may be provided by the ADPC and their use in maintenance management are discussed in (a) through (c) below.

(a) *Equipment density lists.* Equipment density lists are computations of mission-essential, maintenance-significant items specified for inventory reporting the lists can provide an enumeration of each individual item by organization. From lists of equipment prepared by supported units, the ADPC can provide the MMC information required for maintenance operations. An equipment density list for each supported division should be maintained, as this equipment represents potential general support maintenance workload. Division density lists may be obtained as described in FM 29-21

(TEST) depending on command policies and SOPs.

(b) *Modification work order reports.* These listings indicate the status of modification work order accomplishment by organization and type, model or of series equipment requiring modification is supported by required kits or material and is scheduled into maintenance shops as rapidly as workload will permit.

(c) *Repair parts usage.* These reports develop types and quantities of repair parts required in a specified period of time to support the repair action on a given density of series equipment by type or model, or series of equipment. They permit comparison of the support maintenance performed for each supported organization by item of equipment.

CHAPTER 4

THE FIELD DEPOT

Section I. ORIENTATION

41. General

The field depot is a group-size organization developed for employment in the communications zone. It is the means through which the SMC provides supply and maintenance support for all commodities over which it has jurisdiction, except ammunition and bulk petroleum.

a. To the extent possible, field depots are located on the axis between the source of theater supplies and supported forces to prevent back-hauls and reduce lateral hauls. Availability and usability of rail, road, air, and water transportation are other factors taken into consideration. Once the general location and overall field depot mission have been indicated by SMC, the field depot commander assigns specific areas for the operating units of the depot.

- (1) Size, arrangement, location, and number of depot sites depend upon specific conditions. In some cases, both supply and maintenance units may be located within the same general area; in other cases, location will depend upon necessary facilities. Airdrop supply units, for example, normally operate in the vicinity of airfields.
- (2) Field depots located in the forward area of the COMMZ are expected to move as the field army moves. These differ from rear depots in that they maintain primarily reserve or emergency stocks of supplies which are balanced for forward shipment to eliminate lateral hauling across the army rear boundary. Forward depots also maintain sufficient operational stocks to provide assigned units a reasonable supply support mission.
- (3) Rear field depots are located near

beaches and ports where supplies enter the theater, but sufficiently forward to permit shipment to multiple storage sites with minimum lateral haul. Stocks are distributed to meet storage and distribution operations rather than to support a particular force. Rear depots store primarily operational stocks. While a strict balance of stocks is not maintained, stocks are sufficiently balanced to allow dispersion among depots as a defensive measure.

b. The field depot performs the storage function for the theater army supply system by receiving, storing, and shipping supplies in accordance with instructions from the inventory control center. Field depots are oriented towards handling bulk shipments using materials handling equipment when supplies are received, placed in storage, removed from storage, and loaded on transportation for out-shipment.

c. Shipments from field depots are initiated on the basis of materiel release orders and shipment directives from the ICC. When shipping instructions arrive at depot headquarters, stocks are located through the centralized locator system. Depot headquarters direct and provide the appropriate storage site to make shipment and provides documentation support. When the ICC sends the materiel release order to the depot, it considers the items as being shipped unless notified of any exceptions by the depot.

d. The maintenance function of the field depot is general support maintenance of repairable items for return to stock. Maintenance units are assigned as required to accomplish

designated maintenance missions. Field depot maintenance activities are discussed later in this chapter.

e. Services provided by the field depot include laundry and renovation of clothing and lightweight textile items and processing and disposal of surplus property. These are discussed later in this chapter. Designated field depots are assigned airdrop support functions. These functions and the units which perform them are discussed in FM 10-8-1 (TEST).

f. Local security for field depots is provided by means of personnel furnished by the Area Support Command, normally through attachment of appropriate teams and detachments listed in paragraph 42.

42. Depot Organization

There is no fixed organization for the field depot. It consists essentially of a headquarters unit and variable numbers and types of operating companies, teams, and detachments. The numbers and types depend upon theater army combat service support plans and objectives and such factors as area of employment, requirements of forces to be supported, capabilities of operating units, existing or anticipated depot missions, available facilities, and the general military situation.

a. *Headquarters Unit.* The Headquarters and Headquarters Company, Field Depot (TOE 29-512) is the unit that furnishes personnel to staff and operate field depot headquarters. It consists, as illustrated in figure 4, of a depot headquarters and a headquarters company.

(1) *Depot Headquarters.* Depot headquarters consists essentially of a command element and five staff sections organized as directorates. A comptroller's office may be an additional staff element when the depot operates under financial inventory accounting procedures.

(a) The depot commander and the executive officer constitute the command element and, with the sergeant major and necessary clerical assistants, normally form the office of the depot commander. The judge advocate and depot inspector are also included.

(b) The directors, or officers in charge of each directorate, form the depot staff. The comptroller, if provided, occupies a position corresponding to that of a director. The directors are the general (or coordinating) staff officers of the depot with responsibilities and interests similar to those of the general staff in tactical commands. Their designation as directors does signify, however, that the depot commander delegate to them a greater degree of supervisory authority than is customary in a general staff organization. The reason for this is that the functional areas of staff interest so differ in emphasis from those of a tactical command that the field depot does not have a special staff. Staff specialists who provide the technical and detailed professional knowledge required for specified mission activities are integrated into the directorates as indicated below. The depot commander's desires, needs, and available resources will cause variations or exceptions to listed responsibilities, duties, and assignments.

(2) *Headquarters Company.* This element contains the company commander, the unit supply officer, first sergeant, and the support personnel normal to headquarters of a company organization of comparable size. It is responsible for the command, administration, and discipline of all enlisted personnel of the company and the billeting, messing, internal supply, administrative transportation, and organizational maintenance for the entire headquarters.

b. *Operating Units.* A representative or type configuration for a field depot is illustrated in figure 5. All the units shown may not necessarily be located at all depots or at any one depot. It is presented to show the tailorability possible by the attachment of supply, maintenance, and service units to meet specific situations. As previously indicated, there are differences in the structures of forward and rear

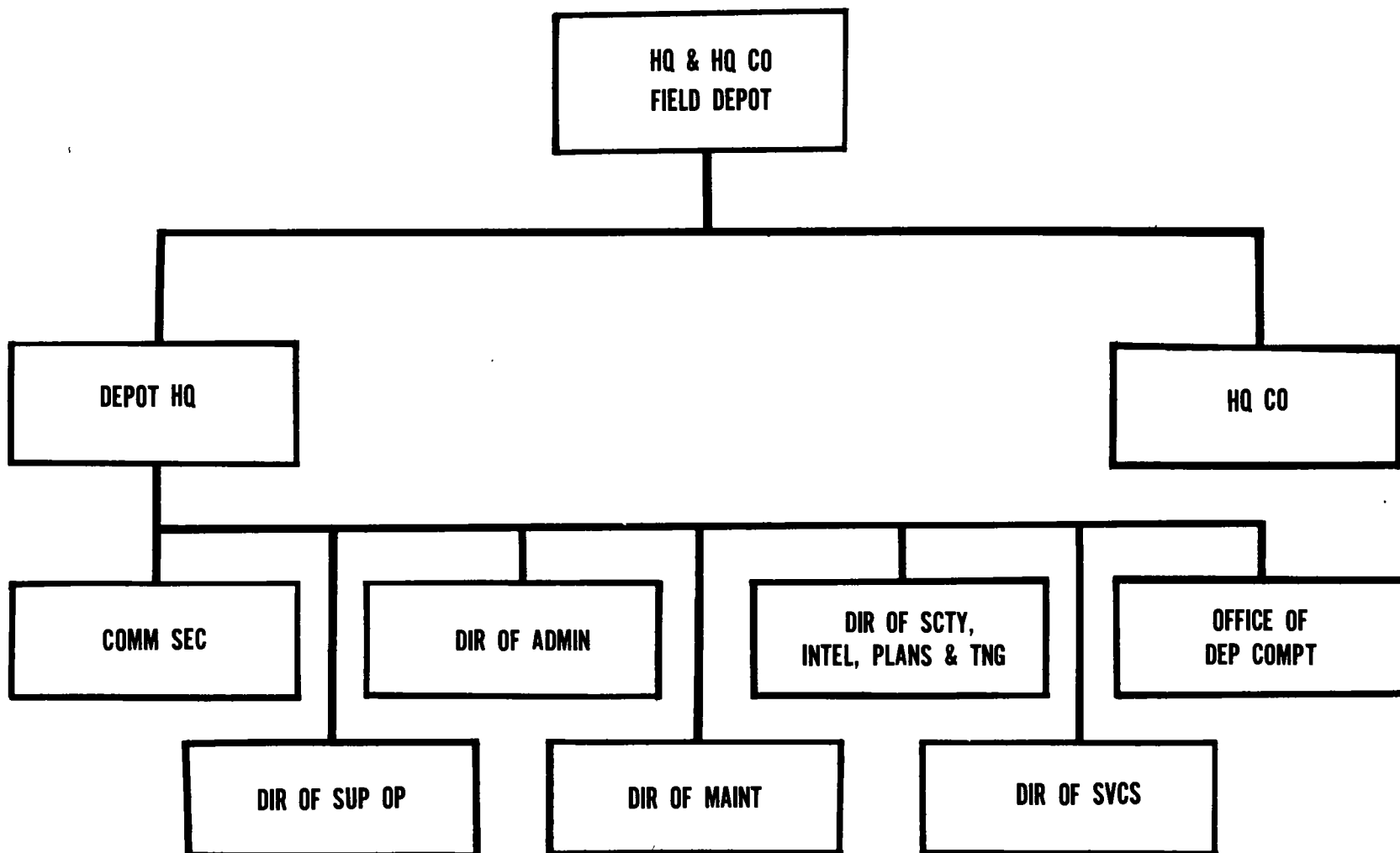


Figure 4. Field depot headquarters.

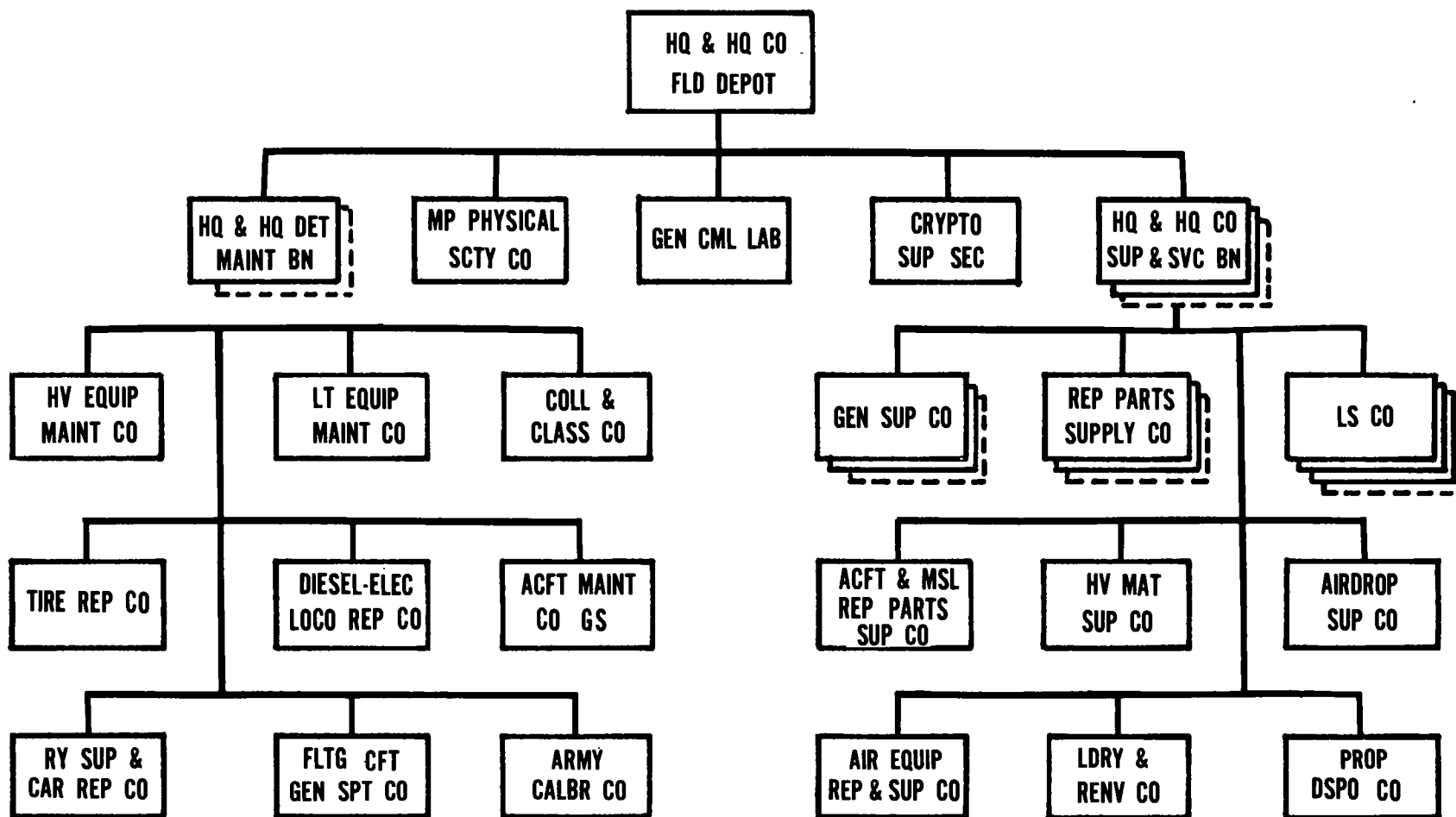


Figure 5. Representative configuration for a field depot.

depots and even in the structures of two or more field depots located in the rear of the COMMZ. In addition to the units shown, appropriate types of the following teams and detachments of the TOE 500-series may be assigned or attached for mission support or support of internal depot operations:

- (1) Firefighting and utilities teams.
- (2) MHE operating and maintenance teams.
- (3) Finance disbursing teams.
- (4) Signal operating maintenance and service teams.
- (5) Finance and accounting teams.
- (6) Military police security, guard, and dog teams.
- (7) Mess, automotive maintenance, data processing, and aviation teams.
- (8) Interpreter and translator teams.
- (9) Decontamination and CBR center detachments.
- (10) Procurement detachments.
- (11) Gas generating detachments.
- (12) Carbon dioxide generating detachments.

c. Specialized Teams. Appropriate teams must also be provided when the depot mission

includes cryptologistics and/or ADPE maintenance support.

- (1) In regard to supply and maintenance of cryptographic material; communications security (COMSEC) equipment is stored in a minimum number of field depots under appropriate security conditions. Issues are made in accordance with instructions from the cryptographic element of the ICC which, within policies and limitations established by theater directives, exercises for SMC headquarters centralized management control over COMSEC equipment.
- (2) Unless otherwise directed, SMC responsibility for COMSEC equipment includes—
 - (a) Maintenance of the bulk of theater reserve stocks of COMSEC equipment, supplies, and aids.
 - (b) Depot level supply support for COMSEC equipment, supplies, parts peculiar, and aids.
 - (c) Maintenance and provision of required statistical records to the COMSEC NICP in CONUS.
 - (d) Backup general support maintenance for ASCOM maintenance units.

Section II. THE DEPOT STAFF

43. Director of Administration

The director of administration—

a. Directs manpower management; maintenance of personnel records and reports; provision of personnel replacements for the depot; and administration, within established policies, of non-U.S. civilian labor of the depot.

b. Through the chaplain, provides chaplain support for the depot headquarters and subordinate elements in supporting assigned chaplains. The chaplain also provides coordination and professional assistants to chaplains assigned to attached subordinate units of the depot.

44. Director of Security, Intelligence, Plans and Training

The director of security, intelligence, plans and training—

a. Directs intelligence activities, including

the collection, processing, and dissemination of information of intelligence value; intelligence training; and conduct of security investigations.

b. Directs installation-type security, rear area security, and area damage control within the depot.

c. Prepares plans, procedures, policies, and programs for depot operations and functions.

d. Selects and allocates service troop units by types and numbers to support the mission of the field depot, and supervises training.

e. Inspects units and installations.

f. Plans movement of operating units of the field depot.

g. Directs depot CBR plans, operations, and training; CBR aspects of area damage control; and coordinates with the area support command

requirements for CBR decontamination of critical areas and supplies.

45. Director of Services

The director of services—

a. Directs and coordinates depot activities providing common services including motor pool, depot property, depot facilities, and maintenance of depot operating equipment.

b. Develops requirements for communications and ADPS services for the support of the depot.

c. Develops requirements for real estate, construction, maintenance and repair of depot facilities and installations.

d. Coordinates requirements for laundry and renovation of clothing and launderable textile items for return to depot stocks.

e. Inspects food service activities and advises the depot command on matters pertaining to food service within field depot units.

f. Coordinates with the local TMO the requirements for transportation services from theater transportation sources.

g. Provides utilities and firefighting support.

h. Directs the operations of the general chemical laboratory when the laboratory is assigned to the depot.

46. Director of Supply Operations

The director of supply operations—

a. Develops storage procedures for efficient accomplishment of the depot storage mission.

b. Establishes and maintains a centralized stock locator system and makes periodic audits to assure accuracy and proper rotation for items in planning shipments.

c. Insures proper receipt, identification, classification, storage, packing and crating, inspection, and shipping of supplies and equipment.

d. Plans supply and storage operations to assure maximum use of available equipment and personnel.

e. Coordinates labor and equipment requirements.

f. Programs and schedules mechanical and special equipment for serviceability tests.

g. Insures that all supply transactions are processed in accordance with existing standards and directives.

h. Compiles reports for the inventory control agency.

i. Maintains a library of supply catalogs and other publications.

j. Directs activities of procurement detachments assigned to the depot.

k. Directs disposal of surplus property in accordance with directives from headquarters of the supply and maintenance command.

47. Director of Maintenance Operations

The director of maintenance operations—

a. Directs and coordinates the operations and activities of subordinate maintenance units.

b. Develops long-range maintenance forecasts for the depot, based on advice and information from the theater support command, supply and maintenance command, inventory control center, maintenance management center, and the directorate of supply operations.

c. Formulates lists of materiel to be repaired.

d. Coordinates with the inventory control center on the programming of kits and related materiel for the performance of modification work orders.

e. Coordinates with the inventory control center regarding repair parts support.

f. Coordinates with the directorate of supply operations and other appropriate elements of depot headquarters on the materiel repaired or salvaged and on changes in priorities affecting the maintenance workload.

g. Provides guidance and operational direction for materiel readiness activities.

h. Serves as a staff advisor to the depot commander for in-storage maintenance and inspection of depot stocks to insure a constant ready-for-issue status.

i. Recommends realignment of missions at maintenance units and changes in depot maintenance capabilities as either or both may become necessary.

48. Depot Comptroller

The headquarters and headquarters company of the depot includes the office of the depot comptroller which may be activated when the depot operates under financial inventory procedures. This office—

a. Programs and controls army stock fund activities.

b. Programs and budgets funds required for depot activities.

c. Advises depot operating elements on the status of funds.

d. Controls consumer funds made available by higher headquarters for use by assigned units and operating elements.

e. Controls procurement funds when procurement detachments are assigned to the field depot.

Section III. DEPOT SUPPLY AND STORAGE OPERATIONS

49. Depot Supply Mission

a. *General.* The field depot serves primarily as a storage or warehousing site responding to day-to-day instructions from the ICC which deals directly with depot headquarters regarding receiving and shipping instructions.

- (1) From the ICC the field depot receives notices of incoming shipments, materiel release orders, shipping directives, and other instructions.
- (2) Using the electric and electronic devices with which field depots have been provided to mechanized warehousing and shipping procedures, depot headquarters—
 - (a) Converts shipping instructions into picking tags.
 - (b) Computes weight and cube of shipments and prepares any documentation required for the shipments.
 - (c) Prepares necessary changes to stock locations as a result of inventory changes.
 - (d) Processes receipts and performs other functions that may be desired.

b. *Segregation of Supplies.* When cargo not readily identifiable enters a port, it is cleared without segregation to depots in accordance with TASCOT instructions. Cargo that is readily identifiable is segregated during vessel unloading and is sent to the designated depot. Examples of readily identifiable cargo are ammunition, rations, heavy equipment, and packaged petroleum products. Since only limited segregation is performed at ports and beaches, segregation points are usually established within each rear depot complex. Markings on containers and proper documentation should keep this operation to a minimum.

c. *Receipt of Supplies.* To the extent feasible, the inventory and movement control centers

provide advance notice of incoming shipments to the depot designated to receive particular shipments. Depot headquarters selects and notifies the storage site concerned. As the supply trains or convoys move into the depot area, the transportation movement office dispatches them to the appropriate storage location or segregation point. When supplies are received, the storage site verifies quantity, records storage location, and forwards receipt document to depot headquarters. Depot headquarters updates the depot location system and passes receipt information to the inventory control center via electrical transmission.

50. Depot Storage Mission

a. *General.* Stocks stored in the depot system consist of operational and reserve stocks. Operational stocks are combat-essential items and less critical items are required for sustained operations, but for which replenishment can be interrupted for short periods. Reserve stocks are exclusively combat-essential items of specified equipment such as repair parts, and combat rations.

- (1) Forward depots normally located at the end of the COMMZ supply line or where the mode of transportation changes, primarily maintain reserve or emergency stocks of supplies balanced for forward shipment along the perpendicular axis to eliminate lateral hauling across the army rear boundary.
- (2) Rear depots store operational stocks and they are located near beaches and ports where supplies enter the theater. These depots are sufficiently forward from ports of entry to permit shipment to multiple storage sites with minimum lateral haul.

b. Storage and Issue Operations. Field depots, in providing the connecting link between receipt of supplies and preparation for shipment, serve as surge points in the supply chain to regulate the flow of supplies to users. When the ICC sends a materiel release order to the depot, the ICC considers the items as being shipped unless notified of any exceptions by the depot.

- (1) Most shipments are made by rail or truck. Where conditions permit the use of aircraft, air shipments may become the normal mode of transportation for priority stocks. Use of air shipments can assist greatly in obtaining the objectives of reduced response time and of decreased stockage in intermediate storage locations. Repair parts are given an air shipment priority to the greatest extent practical to improve the materiel readiness posture and to reduce stockage lists in the field army areas.
- (2) Stocks in warehouse and storage locations are surveyed periodically to determine whether stocks in bays and bins correspond to the central locator file at the field depot headquarters, and to disclose any improper storage procedures that may exist. The sur-

vey consists of making a visual check of items in bays and bins against items on the locator file. Any items that are improperly stored, and stored items that are not on the locator file, are noted. Upon completion of the survey, action is taken to make any necessary corrections in the central locator file, to relocate assets improperly stored, and, if appropriate, to inventory warehouse stocks and report to the ICC warehouse assets that were not on the central locator file.

- (3) Paragraph 26 and appendix D discuss measures that may be taken to insure continuous and uninterrupted supply when ADPE is not available or when disruption in communications restricts or prohibits its use. As a part of these, the ICC furnishes field depots periodic printouts which can be used somewhat like manual stock records for short emergency periods during which the ICC may be inoperative. When the situation requires, field depots (both forward and rear) will ship predetermined survival supplies to affected forward areas, based on directions from SMC headquarters.

Section IV. DEPOT SUPPLY UNITS

51. Types

The supply units normally found at a field depot are, in most cases, counterparts of the general support supply units of the field army support command (FM 29-45-1 (TEST)). They are normally formed into battalions and attached to a field depot headquarters for command and control. Types and numbers applicable for an 8- and 12-division field army force are shown in table I.

52. Battalion Headquarters

The Headquarters and Headquarters Company, Supply and Service Battalion (TOE 29-146) provides the headquarters for the supply and service companies attached to the field depot. It is organized into a battalion headquarters and headquarters company which pro-

vides personnel to staff the battalion headquarters sections. It has the conventional battalion responsibilities for the supply, training, administration, and technical supervision of subordinate units. It provides the field depot commander a means of exercising effective control over a variable combination and mix of operating elements. Its managerial functions are specifically assigned and delegated by the field depot commander and unless otherwise directed, are limited to those of conventional troop command and the balancing of workload among units. It does have, however, the capability of providing mechanical or electric accounting machine support for subordinate supply units. Such support, provided by the logistics operation section, normally consists of required catalog data changes, card duplicat-

Table I. Field Depot Supply Units *

TOE	Title	Number for	
		8-div. force	12-div. force
10-407**	Airdrop Supply Company	1	1
10-417*	Air Equipment Repair and Supply Company	2	2
29-118	General Supply Company (GS)	16	24
29-119	Repair Parts Supply Company (GS)	12	18
29-127	Heavy Materiel Supply Company (GS)	6	9
29-146	HQ & HQ Co, Supply & Service Battalion	12	18
29-129	Aircraft & Missile Repair Parts Supply Company (GS)	4	6
29-512	HQ & HQ Company, Field Depot	6	9

* Also includes 3 each Teams GF, Gas Generator, and Team GG, CO₂ Generator, TOE 5-500.

** Discussed in FM 10-8-1 (TEST).

ing service, processing of inventory requests, preparation of picking tags and materiel release denials, and assistance in the maintenance of the locator file.

53. General Supply Company

The General Supply Company, General Support (TOE 29-118) operates a general supply facility for the receipt, storage, and issue of subsistence; packaged petroleum products; and, with the following exceptions, commodities identified as general supplies in paragraph 23: Repair parts, cryptographic supplies, rail and marine equipment supplies, airdrop equipment and supplies, and items provided by the heavy materiel supply company.

a. The company, operating on a 24-hour basis, can—

- (1) Handle daily approximately 1,000 short tons of supplies of which 800 short tons are handled mechanically and 200 short tons handled manually.
- (2) Maintain a stock of approximately 12,500 line items.
- (3) Maintain a portion of the theater reserve stocks for which the unit is responsible.

b. The company can handle class I perishable subsistence, when appropriate teams are

provided from the TOE 10-500-series; and can provide gas generating and carbon dioxide generating services when appropriate teams of TOE 5-500 are authorized by the theater commander.

c. Veterinary food inspection teams, provided from the TOE 8-500-series are required for the inspection of meat, poultry, marine products, fresh fruits, and vegetables. Additional materials handling equipment operating teams and materials handling equipment repair teams may be authorized in accordance with the TOE 29-500-series. Mess, supply, and maintenance teams from the TOE 29-500-series are provided when the company is augmented by the various teams referred to above.

54. Heavy Materiel Supply Company

The Heavy Materiel Supply General Support Company (TOE 29-127) operates the depot facility to receive, store, perform in-storage maintenance on, and issues of self-propelled and towed equipment, fortification and construction supplies, and bridging equipment. Air, marine, and rail items are excepted.

a. The company, operating as discussed in FM 29-45-1 (TEST), can—

- (1) Provide wholesale supply of wheeled, tracked and towed end items in support of approximately 85,000 troops.
- (2) Perform all required operations incident to the receipt, storage, processing for issue and issue of combat equipment, tactical and special purpose vehicles.
- (3) Perform combat loading of combat vehicles, as required, prior to issue.
- (4) Operate a facility for the receipt, storage and daily issue of approximately 150 tons of fortification and construction supplies and bridging equipment.
- (5) Maintain a stock of approximately 2,200 line items which constitutes the authorized stockage list.
- (6) Maintain a portion of the Army or theater reserve stocks of supplies for which the unit is responsible.

b. Processing referred to in a(2) above, includes initial processing, deprocessing, in-

storage maintenance (limited to organizational level maintenance) and, as required, installation and inspection of vehicular mounted communications equipment.

55. Repair Parts Company

The Repair Parts Supply Company, General Support (TOE 29-119) provides general support repair parts supply, exclusive of those for airdrop items, cryptographic and topographic materiel, items peculiar to missile systems, class V supplies, and repair parts peculiar to aircraft and aircraft armament. The company is capable of receiving, storing, and issuing approximately 45,000 line items. Determination of items to be stocked is made by the ICC. Initially, requirements are estimated on the basis of past experience and judgment. They may be modified as experience is gained concerning the basis of demands and other forces that influence repair parts requirements in the theater of operations. The unit can

maintain up to a 30-day stockage of prescribed repair parts.

56. Aircraft and Missile Repair Parts Supply Company

The Aircraft and Missile Repair Parts Supply Company (TOE 29-129) provides repair parts supply support for army aircraft, army aircraft armament, and missiles (less warhead sections and explosive components). The company can receive, store, and ship an estimated 10,000 line items peculiar to army aircraft and armament systems and an estimated 20,000 line items peculiar to Nike Hercules, Hawk, Sergeant, and Pershing Missile Systems. It is adaptable to the support of such missile systems as Lance and Redeye. Stock control functions are performed in the ICC as for other supply units. The company issues repair parts on materiel release orders and other appropriate instructions received from the ICC. Replenishment shipments to supported units in the field army are made by aircraft, when practicable.

Section V. DEPOT SERVICE OPERATIONS

57. General

There are two general classifications of service support necessary to effective operation of a field depot. The first classification covers administration, housekeeping, and personnel management duties which are responsibilities of the headquarters unit. The second classification covers those integrated into field depot operations and included in the depot mission. In this category are laundry and renovation; property disposal; and provision of labor, and general chemical laboratory services. Essentially, the field depot provides for these services through the units identified in table II.

58. Laundry and Renovation

Laundry and renovation activities are based on the provision of the capability to launder and renovate (or repair) clothing and lightweight textile items for return to the supply system. They are performed essentially in support of seasonal turn-ins of clothing and individual equipment since this operation imposes peculiar requirements of receipt, process-

Table II. Field Depot Service Units

TOE	Title	Number for	
		8-div. force	12-div. force
3-97	General Chemical Laboratory Company -----	1	1
10-437*	Laundry and Renovation Company -----	8	12
10-449*	Labor Service Company ----	12	18
29-504*	Property Disposal Company	2	3

* Organized under Type B.

ing, and reissue that exceed the capabilities of field service companies in FASCOM support brigades and supply and service companies of area support groups.

a. For planning purposes, seasonal turn-ins occur in mid-March and early September for troops in mild regions and in April and mid-August for troops in cooler climates. As a result, some 20 weeks are available in which to receive, process, and return items to supply channels for reissue. Additionally, there will be a relatively steady workload generated by

the recovery of lost, abandoned, or discarded items; replacement of worn, damaged, or contaminated items; and capture of enemy materiel. Even this may not materialize as predicated, particularly in the event of an assault landing. As in the case of supply operations, therefore, the field depot responds in these areas to instructions from the SMC transmitted as part of the integrated supply direction and guidance.

b. Operationally, field depot activity begins with the receipt of items evacuated by field service and supply and service companies in accordance with schedules prescribed by the ICC. Since these units are limited in capability to the support of bath and clothing exchange operations, items evacuated to the depot may be serviceable, unserviceable, or scrap.

c. The Laundry and Renovation Company (TOE 10-437) is the unit charged with the laundry and renovation functions in the field depot. It receives and segregates the items, repairs those which are serviceable, and disposes of unserviceables and scrap as directed by the ICC.

- (1) The company, unless otherwise directed, is attached to the field depot through a headquarters and headquarters company, supply and service battalion. Its basis of allocation for the receipt, classification, and temporary storage of about 15 tons of lightweight textile and provision of laundry service for approximately 33,000 pounds of clothing weekly in support of the renovation of items for return to stock or, when authorized, support of chemical processing operations.
- (2) The disposition of items received and processed by the company is directed by the ICC. In most cases, renovated items are returned to depot stock; unrepairable items and scrap are evacuated or turned over to a property disposal company.

59. Property Disposal

It should be anticipated that field depots will accumulate excess supplies as a result of

change in plans, unexpected decreases in consumption, overestimation of requirements, and obsolescence of equipment due to technological improvements. Since storage of unneeded materiel is expensive in terms of space and maintenance, such materiel must be disposed of when it has been determined to be surplus or excess.

a. It is assumed, for the purposes of describing a complete operation, that centralized responsibility for surplus property disposal has been assigned to the SMC¹ which accomplishes it through the ICC and field depots.

- (1) Speaking systematically, the ICC, based on criteria announced by the theater commander, maintains and publishes lists of excess supplies, unrepairable equipment, salvage and captured material, scrap, and waste material which are to be turned in to field depots. Material of a noncritical nature which does not appear on such lists is disposed of in accordance with TASCOM standing operating procedures.
- (2) Operationally, commodity managers within the ICC transfer excess serviceable and nonserviceable accounts to the property disposal element in the center (App B) which also receives reports of scrap and waste generated by field depots. Periodically, and when authorized, the branch reports excess stock holdings to other services and allied forces to screen lists against their current and anticipated requirements to determine whether any of the items can be utilized. Items which cannot be are reported as surplus.
- (3) Indirect sales to other governments and shipments to the CONUS account for the great bulk of surplus property disposal, but odd lots of civilian-type goods and uneconomic scrap and waste materials may accumulate in depots and be authorized for local sale by intergovernmental agreement. In such cases, contract sales are negotiated and concluded by the field

¹ As the single manager, unless otherwise directed.

procurement detachment attached to the depot.

b. The Property Disposal Company (TOE 29-504) is the unit of the field depot that provides for receipt, final classification, preparation, temporary storage, and disposal of scrap, waste, and surplus materials. Additional labor required for operations of this unit are provided by labor service companies or from other theater labor sources.

- (1) Field depot designated to handle scrap must operate a scrapyard for the receipt, segregation, classification, preparation and final disposition of such materiel. The scrapyard should be located along the main supply routes where adequate space, railroads, and highways exist, and should be close to a major port, where the maximum number of rail and highway feeder routes converge on a MSR, to serve the largest possible area of operations.
- (2) Not more than three field depots should be capable of processing all scrap generated in a fairly large theater of operations.

60. Labor Service

In any theater of operations, particularly in a fully developed one, there are requirements for both skilled and unskilled labor to perform a great variety of tasks within the field depot. To meet these requirements, several sources of labor are normally available.

a. Ordinarily, the greatest source of labor is non-U.S. civilian personnel, native to or normally resident in, the country where military operations are being conducted. In addition to the local inhabitants, there may be refugees and displaced persons in the area who can be sources of labor to assist United States armed forces. These people are away from home due to war conditions and may require food, clothing, shelter, and medical care support. They are placed under civil affairs—military government control and, except for work performed in their own support such as building their own shelter and cultivating gardens, are normally employed on a voluntary basis.

- (1) The directorate of administration of the field depot coordinates with the

area support group, in accordance with agreements between the Assistant Chief of Staff for Services, SMC, and Assistant Chief of Staff, Personnel and Administration, ASCOM, to obtain labor for field depot operating units. The director of personnel of the ASCOM is responsible for staff supervision of the unit, normally the Labor Supervision Organization (TOE 20-20), which provides command, administration, and supervision for non-U.S. labor elements. Firstline supervision, transportation to and from worksites, and the supply of work tools are responsibilities of using units.

- (2) Local inhabitants may be employed as static labor or organized into mobile labor units. Static labor consists of personnel who live in their own homes and report daily to an established worksite. The United States forces may assume either no responsibility or limited responsibility for the clothing, food or shelter of static labor. Civilians organized into mobile labor units are capable of being moved from place to place wherever the requirement for their labor may be. It is usually necessary to provide mobile labor with three meals a day plus the required amount of clothing, shelter, transportation, and medical treatment.

b. The Labor Service Company (TOE 29-449) provides military personnel for general duty where security and strict military control are required. This unit may, when authorized, provide guards for prisoners of war performing general duties incident to combat service support activities. The labor service company can be assigned or attached to field depots in numbers to meet the labor requirements. After the situation stabilizes and other sources of labor become available, these military labor units can either be moved forward in support of combat units or the personnel of the units can be converted into replacements for combat or other combat service support troops. The labor service company may be reorganized and

used as a type B unit for field depot operations when replacements are available from sources of non-U.S. personnel.

61. General Chemical Laboratory Service

The General Chemical Laboratory (TOE 3-97) provides chemical laboratory services on a theater-wide basis. The laboratory is allocated on the basis of one or more per theater of operations, and one per corps support com-

mand (COSCOM) of an independent corps size force. It is capable of—

a. Providing chemical testing and analysis of chemical, biological, and radiological activities in the theater of operations, with the identification of chemical and radiological agents the major interest.

b. Providing theater laboratory development of temporary devices and measures for chemical, biological, and radiological activities.

Section VI. DEPOT MAINTENANCE OPERATIONS

62. General

The maintenance structure within the field depot of SMC is designed to provide general support maintenance service to the theater supply system. This includes repair of un-serviceable components, assemblies, and small end items received from users; in-storage maintenance and inspection of depot stocks to insure their constant readiness for issue; and application of directed modifications of equipment.

a. Depot headquarters responsibility for the supervision of maintenance performance of depot units is discharged by the director of maintenance. He forwards to depot maintenance units instructions and guidance received from higher headquarters, directs the implementation or change of operational procedures; and reviews and analyzes printout information received from the MMC. Assisted by his staff, he verifies proper application of maintenance standards; monitors adherence to established policies, priorities, and procedures; develops procedures where none exist or where existing ones are inadequate; initiates recommendations for materiel readiness and maintenance performance; and identifies and resolves problems within the depot maintenance mission.

b. SMC assigns missions to field depots and provides each with the units necessary to the execution. Some depots may have no maintenance mission. Others may be primarily maintenance depots. In any event, the ACofS for Maintenance, SMC, exercises, through the MMC, operational control and direction of maintenance activities.

(1) The director of maintenance in the field depot is responsible to the depot commander for maintenance activities performed within the depot. He is the principal maintenance staff advisor for the depot headquarters. He is provided with a staff section oriented on commodity groups within the broad functional area of maintenance service which is capable of conducting staff and visits and providing assistance to subordinate units. In discharging its responsibilities, the depot maintenance staff—

- (a) Provides technical and administrative supervision over subordinate units in accomplishment of the maintenance mission.
- (b) Plans, schedules, and conducts technical inspections of assigned or attached maintenance units.
- (c) Recommends realignment of support mission based on backlog and/or uneconomical employment of assigned or attached unit capability.
- (d) Provides technical assistance and advice to subordinate units in all matters of maintenance procedures and tasks.
- (e) Advises the commander and staff on all matters relating to the accomplishment of the maintenance mission.

(2) The director of maintenance receives from SMC headquarters plans, policies, and directives; printout information and reports; and programs

which impact on assigned depot maintenance missions. He also receives, through the MMC, materiel readiness reporting requirements. The SMC is kept abreast of problem areas by visits, reports of staff officers, and study and analysis of reports received from the MMC.

- (3) In depots which have no assigned maintenance mission or maintenance units as such, the depot maintenance staff consists primarily of personnel qualified to inspect depot stocks to determine maintenance requirements.

c. Subordinate maintenance units provide maintenance data and reports directly to the S&M Command MMC and ADP center. Data and reports submitted in punched card format are sent to battalion headquarters, which has an input/output device, for transmission to the ADP center supporting the S&M Command MMC. When a battalion headquarters is not employed, or is located at a great distance from the reporting unit, punchcards are delivered to the nearest signal center for transmission.

- (1) Other types of reports which do not lend themselves to machine processing are required. These reports are also submitted directly to the MMC; however, for such reports, particularly those relating to problems and workloads, an information copy is provided to field depot headquarters. Thus, while depot headquarters does not become interposed between its subordinate units and the S&M Command MMC on matters relating to the submission of routine maintenance data and reports, provisions are made for the receipt of information which requires the attention or action of the director of maintenance of the field depot.

- (2) In addition to the receipt of information copies of nonmachined reports, the director of maintenance receives instructions and feedback information based on the collection, processing, and analysis of punched card data. The S&M Command MMC also provides instructions relating to

priorities, disposition of materiel, standards, MWO requirements, requirements for production-line processing of specific types of items, and the like. While the director of maintenance is not, therefore, in the channel for receipt of all data and reports being submitted by subordinate units to the MMC, he nevertheless has access to this information and receives instructions and feedback data so that he may place emphasis on the supervision and direction of critical or problem areas.

d. No provision is made for end item rebuild. If a valid requirement is recognized, particularly in a theater, rebuild operations can be established by forming a cadre from the general support maintenance elements in the TASCOT. This cadre can organize the rebuild operation by making use of local industrial facilities and skilled indigenous personnel, provide the required direction and technical supervision, and conduct the operation under the Supply and Maintenance Command, TASCOT.

63. Operating Units

Maintenance missions differ from depot to depot and, in any depot, the mission may be changed from time to time. Maintenance operating units attached to depots consequently vary. It is very unlikely that any one depot will employ all the units discussed in paragraphs 64 through 73, but it is very probable that some depots will have more than one particular type of company. As a general rule, however, maintenance units will normally be employed in multiples to take advantage of the efficiency in production line type operations.

a. As with supply units, general support maintenance units are formed into battalion-size organizations. These battalions are composed of a headquarters detachment and any required combination of 3 to 8 attached companies. Companies that may be attached to the battalion include a variety of types of general support maintenance companies; a calibration company; and a collection and classification company.

- (1) General support maintenance units of the battalion perform general support

maintenance in support of the depot supply system by repairing materiel for return to depot supply stockages. They also perform general support maintenance, as required, on depot supply stocks. They may be required to provide cadre for a rebuild organization manned, primarily, with indigenous labor; and, in rare circumstances, may be required to perform a limited direct support maintenance mission.

- (2) One of the maintenance battalions in the COMMZ, normally one operating in a forward field depot near the army rear boundary, contains an Army Calibration Company to provide secondary reference and secondary transfer calibration support to a field army and COMMZ units requiring such support. The organization of the maintenance battalion may also include a collection and classification company for the receipt, classification, disassembly as necessary, and proper disposition of unserviceable materiel being evacuated by field army and area support command units.

b. The maintenance battalion of a field depot receives maintenance workload from supply units in the depot or in other depots, from collecting points in other field depots or in the field army area, or from maintenance units of the Area Support Command. Most maintenance workload of general support maintenance battalions of field depots is received from collecting points operated by collection

and classification companies in accordance with disposition instructions provided by the S&M Command MMC. The MMC, however, may direct specific units having workload to be evacuated for general support maintenance to ship items directly to a specified maintenance company in a specified field depot. This would most frequently occur in the case of maintenance support companies of the area support command, would be predicated on workloads of field depot maintenance units, and would be limited to items where economic repairability at the field depot level is assured.

c. Since the general support maintenance units are attached to each battalion in specific types and numbers to accomplish the mission as assigned by higher headquarters, the S&M Command is able to develop a capability within one depot for maintenance of a wide variety of items on a limited production scale, or may, through utilization of multiples of units of the same type, concentrate efforts of a particular field depot on maintenance of a limited number of items of a specific type. Thus, the capability of one field depot may be designed primarily for the maintenance, on a production-line basis, of heavy equipment items, while another depot may specialize in the repair of light equipment items. Additionally, specific elements of general support maintenance units may be withdrawn and attached to another maintenance unit to bolster productive capacity for specific types of items. Normally, the organization of the most forward field depots will depend on the densities and types of items being evacuated from the field army area for overflow general support maintenance.

Section VII. DEPOT MAINTENANCE UNITS

54. Headquarters and Headquarters Detachment, Maintenance Battalion

The Headquarters and Headquarters Detachment, Maintenance Battalion (TOE 29-136) is the managing and controlling headquarters responsible for the command, direction, and supervision of attached units. A basis of allocation for this headquarters and for the units that may operate under its control is shown in table III.

a. The battalion is assigned specific areas and facilities within the overall area to be occupied by the field depot complex by field depot headquarters. Battalion headquarters, then, on the recommendations of attached unit commanders, assigns areas of operation to units of the battalion. In the assignment of areas, use is made of available buildings suitable for maintenance operations, hardstands, local utilities, and road and rail nets.

Table III. Field Depot Maintenance Units

TOE	Description	Number for	
		8-div. force	12-div. force
29-136	Headquarters and Headquarters Detachment Maintenance Battalion	4	5
29-137	Heavy Equipment Maintenance Company, General Support	3	4
29-137E	Heavy Equipment Maintenance Company, General Support *	5	6
29-134	Light Equipment Maintenance Company, General Support	2	2
29-134	Light Equipment Maintenance Company, General Support *	2	2
55-248	Railway Supply & Car Repair Company *	2	2
55-237	Diesel & Electric Locomotive Repair Company *	2	2
55-458	Aircraft Maintenance Company, General Support	3	4
55-157	Floating Craft General Support Company	1	1
9-117	Tire Repair Company *	3	4
29-139	Collection and Classification Company	3	4
29-227	Army Calibration Company	1	1

* Organized under Type B.

b. As there is no fixed organizational pattern for a field depot maintenance organization, the maintenance battalion headquarters organize and deploy maintenance units for operation and in coordination with field depot headquarters in accordance with facilities available, dispersion requirements, locations of other units comprising the depot complex, and mission.

- (1) When the units comprising the battalion are of different types and with different support responsibilities, each unit conducts semi-independent operations. This type operation permits units to disperse without losing effectiveness.
- (2) When several units of the same type are employed, they may be utilized as indicated above, or similar sections of each unit may be consolidated into commodity shops. Such an organization facilitates increased production

by permitting larger-scale production-line operations; provides for more efficient use of tools, equipment, and facilities; and promotes efficiency in obtaining required repair parts, reporting production, and accomplishing disposition of repaired items. The adoption of this mode of organization must be balanced, however, against enemy capabilities in view of the size of such an activity and the concentration of all available resources for repair of specific commodities.

c. Generally, the maintenance units listed in table III are direct counterparts of general support maintenance units that operate in the combat zone. Accordingly, operational and organization guidance presented in FM 29-21 (TEST) are generally applicable and the paragraphs below indicate specific application to employment at a field depot. The Army Calibration Company, which normally operates along the COMMZ, is described in FM 29-27.

65. Light Equipment Maintenance Company

This company provides general support maintenance for light end items of equipment and their components. Such equipment includes electric motors, power generators, special electronic devices, gas generating and refrigeration equipment, air conditioners, reproduction and survey equipment, mine detectors, infrared devices, heating units, and electrical assemblies and subassemblies. It also includes office machines, sewing machines, heating units; ADP equipment; and photographic, combat surveillance, and communications equipment.

a. The primary mission of the unit is to perform general support maintenance in support of the supply system. Unserviceables are received from collection and classification companies or from other maintenance units. To the extent possible, maintenance is performed by utilization of production-line techniques, although bench type operations will also be required. Most large production runs are programmed and scheduled by the MMC, which also arranges with the ICC to provide the repair parts required.

b. Items repaired by the company are normally returned to supply stocks, except those instances when the company also has a direct support mission. In the case of maintenance in support of items in depot stocks, such items are returned to the stocking supply unit. In the case of items received from sources outside the depot, repaired items are disposed of as directed by the MMC.

c. Reports on production, workload input, workload disposition, production difficulties, and data required by the Army equipment records system are submitted to the S&M Command MMC with information copies to battalion as directed. Requisitions for repair parts and maintenance materials will be forwarded directly to the S&M Command ICC, with battalion being informed of any difficulties encountered or anticipated in obtaining required repair parts and maintenance supplies.

66. Heavy Equipment Maintenance Company

This company provides general support maintenance for components of wheeled and tracked vehicles, artillery, heavy construction equipment, designated special-purpose equipment, vehicle mounted chemical equipment, and end items in these categories, when required. Its mission also includes general support maintenance of small arms, instruments, and fire control equipment; and, as required, general support maintenance on field depot stocks of the type equipment supported.

a. In general, this unit operates in a fashion similar to that described for the light equipment GS maintenance company. Production systems employed include bay, bench, or production-line repair, singly or in any combination. To the extent possible, components and small end items are processed on a production-line basis. The repair of large end items such as tanks, heavy construction equipment, and other heavy and cumbersome items normally require a bay type operation.

b. With the exception of maintenance in support of depot supply stocks, most of the workload is directed into the company by the MMC. The MMC works closely with the ICC in arranging for repair parts to support pro-

grammed production runs. The MMC also provides disposition instructions to the company relative to repaired materiel.

67. Tire Repair Company

This company receives, inspects, segregates, classifies, and repairs pneumatic tires ranging in size from 700/16 to 2950/29 and repairs all size tubes. Repaired items are returned to supply stocks.

a. The tire repair company is, unless repairs are accomplished by commercial facilities on a contractual basis, the only source of tire repair in the theater.

b. The company performs sectional and spot repairs on tires of the sizes indicated above and repairs tubes of all sizes. The company repairs or evacuates, as required, only those tires and tubes that are economically repairable. Low density-type tires and those requiring full circle repairs are evacuated to a collecting point for evacuation to CONUS, evacuated to a commercial facility for repair, or otherwise disposed of, in accordance with theater policies on tire repair. To the extent possible, each tire repair section operates on a production-line basis by limiting specific production runs to the repair of tires or tubes of a particular size. Items repaired by the platoon become serviceable assets for the supply system.

c. Since the major sources of workload for this company are collection and classification companies, an entire company may operate in the vicinity of a Collection and Classification (C&C) company or tire repair platoons (para 68) may be attached to a maintenance battalion having a collecting point mission when the quantity of tires generated indicates such a requirement. The C&C companies forward those tires which have been segregated and classified for repair. Upon completion of repair operations, serviceable assets are reported to the MMC, which, in coordination with the ICC, determines where repaired items are to be shipped and provides such instructions to the company.

d. In planning and programming shop input the shop office is guided by repair priorities

provided by the MMC. These priorities stem from instructions provided by the ICC. By use of status reports, the shop office informs battalion which, in turn, informs the MMC of production. Normally, the company is directed to ship repaired items to supply elements of the field depot.

68. Collection and Classification Company

This company establishes a maintenance collecting point for the receipt, inspection, classification, segregation, disassembly, preservation, and proper disposition of unserviceable or abandoned United States materiel of a mechanical, electrical, or electronic nature (except items peculiar to cryptographic materiel, missile systems, aircraft, drones, medical materiel, scrap, and those items handled by salvage points). It assists in, as necessary, the technical intelligence effort by assisting in the movement of, receiving, temporary storing, processing, and disposing temporary storing, processing, and disposing of captured or abandoned items of foreign materiel (except explosive items).

a. Maintenance collecting points are facilities to which abandoned or unserviceable class II and IV materiel is evacuated for classification, inspection, segregation, and proper disposition. Although primarily designed for the collection and processing of U.S. materiel of the type supported by DS and GS maintenance units, these collecting points also receive and process captured and abandoned items of foreign materiel in support of the technical intelligence effort. Collecting points may be required to process foreign materiel for technical intelligence evaluation or, when technical intelligence requirements for specific types of items have been satisfied, the company may be directed to process foreign items for disposal or for use by U.S. or friendly forces.

b. The company is not responsible for recovery of materiel, but may be required to provide assistance in such efforts when the capabilities of recovering units have been exceeded. Such assistance is limited to the recovery and evacuation of heavy-type items requiring use of the heavy lift capability of the company.

c. The company normally receives materiel from forward collecting points, direct and gen-

eral support maintenance and supply units, and from local using units. With respect to this materiel, the collecting point operated by the company—

- (1) Receives, inspects, classifies, and segregates materiel.
- (2) Reports receipt of materiel to the MMC, by type, nomenclature, quantity, and condition.
- (3) Disassembles, preserves, packages, or crates materiel as required.
- (4) Disposes of materiel in accordance with special or automatic disposition instructions provided by the MMC. Normally, serviceable items are returned to supply channels; repairable end items and components to appropriate maintenance units for repair; and foreign materiel is evacuated or disposed of as directed.

d. Serviceable and repairable repair parts are removed from uneconomically repairable end items in accordance with lists of required items furnished by the MMC. Unserviceable, repairable repair parts are shipped to supply units. The MMC may direct, however, shipment of some of these items to satisfy repair parts requirements of maintenance units.

e. If or when the company is directed to operate a cannibalization point, controlled cannibalization is performed in conjunction with routine collection and classification operations.

69. Aircraft Maintenance General Support Company

The mission of this company is to repair or overhaul and return to serviceable condition repairable aircraft components and assemblies, armament systems, and to assemble and service aircraft arriving in the theater of operations. The unit also provides backup direct support maintenance for the direct support transportation aircraft maintenance companies of the area support group.

a. This company is normally located on an airfield. When possible, this company and the aircraft portion of the aircraft and missile repair parts supply company are co-located.

Company operations are discussed in FM 55-45.

b. Workload is received from aircraft supply units of field depots, direct support aircraft maintenance companies of the Area Support Command, and aircraft maintenance units of FASCOM. Normally, repaired items are returned to supply stocks. This company also supports aircraft and missile repair parts supply companies by performing required maintenance of aircraft repair parts stocks and by inspecting damaged inbound shipments of such stocks.

c. This company provides maintenance data and reports to the S&M Command MMC or its supporting ADP center in the same manner as other maintenance units of the field depot. When a battalion headquarters is not utilized, or when this headquarters is at a great distance from the company, punched cards may be delivered to a signal center for transmission to the MMC. Information copies of certain reports will be required by battalion and field depot headquarters. The MMC keeps track of company workload; directs workload input; accomplishes day-to-day management of maintenance operations by providing instructions, policies, priorities, and the like; and provides disposition instructions for repaired materiel.

70. Marine and Rail Equipment Support Units

a. For the most part, units that provide general support maintenance for marine and rail equipment operate in a manner similar to units providing general support maintenance for most other items. These units are normally assigned to a field depot and operate in accordance with instructions and policy guidance provided by the Supply and Maintenance Command through field depot headquarters. As with other general support maintenance units, maintenance data and reports are submitted to the SMC MMC or its supporting ADP center, depending on whether the data is provided in punchcard or hard copy format. Repair parts are obtained by placing requisitions on the SMC ICC which directs shipment from an appropriate field depot supply unit.

b. Rail and marine equipment is concentrated in specific portions of the theater. Types

of units supported are limited to marine and railway direct support units and operating units. Support is, therefore, a single-user support function. Consequently, within the structure established for general support of marine and rail equipment, there are significant differences in organizational patterns and operational procedures in comparison with those established for support of most other commodities. These differences are noted in (1) through (3) below.

- (1) General support units may have a combined general support maintenance and supply mission. General support rail and marine units also provide repair parts support to supported direct support units. Thus, transportation direct support rail and marine units requisition repair parts and maintenance materials from a supporting general support maintenance and supply unit, rather than from the ICC as is the case with other types of direct support maintenance units. These general support units obtain supply replenishment by submitting requisitions to the ICC.
- (2) End items repaired by marine and railway maintenance units are normally returned to direct support or operating units.
- (3) Although assigned to a field depot, general support marine and rail units are normally attached to the organization to which they are providing support. The attachment order should clearly specify the administrative, logistical, and operational control responsibilities involved. Generally, attachment will be complete except for retention by the field depot of administrative control with respect to general support maintenance policies and procedures, requirements for maintenance records and reports, and stock levels. Normally, a marine or rail maintenance officer is provided on the staff of the organization to which attached. This officer will exercise staff supervision over the operations of rail and marine support units, to

advise the commander, and to maintain liaison with the field depot to insure that operations of the general support unit meet the requirements of both commands.

71. Floating Craft General Support Company

The mission of the floating craft general support company is to provide general support maintenance for and to receive, store, and issue marine-peculiar repair parts for organizational, direct, and general support of transportation amphibians, landing craft, harbor craft, and their components.

a. Floating craft operations are normally decentralized under battalion control at widely dispersed beaches and small ports. Beach terminals will be expected to handle only two ships simultaneously. When port complexes present an attractive target for possible enemy destruction, existing ports may be limited to loading and unloading no more than four ships at the same time regardless of the availability of pier facilities. Most harbor craft employed in a theater will be based in these small, established ports, while landing craft and amphibian units perform their lighterage functions at the dispersed beach terminals.

b. Direct support maintenance for units employing lighters (e.g., landing craft, or amphibians) is provided by transportation lighterage direct support companies (TOE 55-158). These direct support units are attached directly to the operating terminal battalions.

c. General support maintenance and repair parts support is provided by the floating craft general support company. Because of the requirement for a protected anchorage for operations of the floating machine shop (FMS), this company normally operates in a small port, centrally-located in relation to other ports and terminals, and under terminal group or brigade control. In addition to providing general support maintenance and repair parts support to all floating craft direct support units located within its area of responsibility, the floating craft general support company also provides direct support maintenance and repair parts for all harbor craft operating in the same port. It also performs maintenance, as required, on

unserviceable stocks of marine equipment stored in field depots, to include modification of equipment, as required. The capability of the company may be augmented by the attachment of Team HC or HD, TOE 55-500. The former may also provide direct support maintenance for isolated harbor craft units.

d. The floating craft general support company provides repair parts required for organizational-level maintenance to those units being provided direct support, provides the repair parts required by supported direct support units, and provides the repair parts required for its own maintenance operations. Requisitions for replenishment of company supply stocks are transmitted to the S&M Command ICC, which directs shipment from the appropriate depot stocking the items.

e. Overall maintenance policies, general operational guidance, reports requirements, and stockage levels are provided to the floating craft general support company by the field depot to which it is assigned. These policies and directions are based on SMC policies and instructions from the SMC MMC. Reports and data on maintenance operations, workloads, production, problem areas, materiel readiness, and the like are submitted to the MMC or its supporting ADP center. To the extent possible, all reports and data will be submitted in punch-card format to facilitate machine processing.

72. Railway Diesel-Electric Locomotive Repair Company

a. This company performs general support maintenance and, when necessary, direct support maintenance on diesel-electric locomotives and railway cranes. It provides support to railway equipment maintenance companies of the railway battalions attached to a transportation railway group. Because of the single-user nature of its support, maintenance operations are coordinated, on a daily basis, with the supported transportation railway service unit, and, when feasible, the company should be conveniently located near the railway group which it supports.

b. General operational guidance and maintenance policies, procedures and requirements for records and reports, guidance and direc-

tives on administrative matters, and guidance on stock levels are provided by the parent field depot of the SMC. As with other maintenance units, reports and data required by the SMC or TASCOT are provided to the MMC or its supporting ADP center, depending on the type of report submitted.

73. Railway Supply and Car Repair Company (GS)

This company performs heavy maintenance on railway rolling railway car floors, sidings, ends, running boards, doors, and safety appliances; and assists the stripping and erecting platoon as required.

a. This company receives for repair and overhaul, rolling stock which is beyond the repair capability of maintenance companies of supported railway battalions. Repaired items are normally returned to these supported units.

b. Repair parts and maintenance supplies for railway equipment maintenance are provided to railway equipment maintenance companies of railway battalions and to the railway diesel-electric locomotive repair company. Replenishment of supply stocks is accomplished by submitting requisitions to the SMC ICC, which directs shipment from a field depot stocking railway supply items.

c. General operational guidance, maintenance policies, procedures and requirements for records and reports, guidance and directives on administrative matters, and guidance on repair parts stock levels are provided by the parent field depot of the SMC. Reports and data required by the SMC TASCOT are provided to the SMC MMC or its supporting ADP center, depending on the type of reports submitted.

CHAPTER 5

COMMAND ADAPTABILITY

74. Sample Applications

The organizational and operational guidance presented in the preceding chapters are adaptable not only to varying force structures but to many influencing factors of geography and military environments as well. Examples of this adaptability are discussed below. Each specific situation must be carefully examined and analyzed, however, to insure that the most effective combat service support is provided without regard for traditional command and control organizations or conventionally-oriented mission applications.

a. When, for example, factors of geography and force size warrant division of the COMMZ, as under current doctrine, forward field depots may be assigned more dynamic missions in the distribution pattern. While throughput shipments from rear depots continue as a fundamental precept, forward depots can act as "surge points" and hold expanded or wider varieties of operational stocks to sustain both field army and ASCOM units.

b. The TASCOM, or theater army, commander, may exercise closer control by centralizing the functional inventory, maintenance, and movements control centers at his headquarters. Each center has been so organized as to permit this adaptation. If the theater has extreme depth, several support commands may be organized and the control centers are actually assigned to TASCOM. Under other circumstances, the TASCOM commander may establish forward headquarters and delegate to them the extent of control required to coordinate brigades and other subordinate commands.

c. In the initial development of a theater, or in a small one, FASCOM may assume TASCOM functions. This will require operating elements of the TASCOM mission commands,

a personnel and administrative support capability, construction support, and expanded functional control activities.

d. TASCOM, tailored to the required size, provides an appropriate headquarters to support an island base. Operating combat service support units, local and contractually-arranged labor and other services may be supervised by the functional control centers. The Area Support Command is an ideal organization to supervise base direct support and area activities, permitting TASCOM headquarters and the mission command headquarters to concentrate on general support activities.

e. For support of enclaves, a TASCOM consisting of major command headquarters, functional control centers, and operating units, is located on an offshore base. The senior tactical commander for the entire operation insures adequacy of support and issues such guidance, allocations, and priorities as may be necessary. Shipment is made from the offshore base utilizing air or surface lift. Requirements are passed on to the theater army which may direct shipment from theater stocks or pass requirements to CONUS. Each enclave has its own assigned combat service support organization under a single combat service support commander who is, in turn, under the command of the enclave commander. There is no command relationship between TASCOM or its subordinate commands and the combat service support organization in the enclave.

f. Support of independent division, independent brigade, and other task force structures; support for island-type theaters; and support oriented on short lines of communications are discussed in FM 54-8 (TEST).

75. CONUS Interface

Other publications listed in appendix A examine the relationship between the theater of

operations and the CONUS base. Brief summaries of these relationships are discussed in *a* and *b* below.

a. The areas covered are restricted to those which involve only technical channels of communication. For clarity, these areas are grouped according to the current organizational structure of Department of the Army elements with which interface is envisioned.

b. Army Materiel Command/Commodity Commands are the CONUS contact point for the following:

(1) Technical instructions to include tech-

nical manuals, technical bulletins, information letters and the like.

- (2) Ammunition condition reporting and suspension and release information.
- (3) Modification work orders.
- (4) Urgent equipment improvement recommendations required immediate attention to include recommended solution and/or proposed field expedient.
- (5) Technical assistance requirements.
- (6) Repair parts stock status.
- (7) End item/ammunition stock status.
- (8) Disposal information.

APPENDIX A

REFERENCES

1. General

This appendix lists references used in preparation of this manual and selected references that may be consulted for additional information on topics discussed. The publications listed in paragraph 5 are published, as in this one, in support of The Administrative Support, Theater Army (TASTA-70), as described in FM 54-8 (TEST). DA Pamphlets of the 310-series should be consulted for current listings of applicable publications and changes.

2. Army Regulations (AR)

11-14	Army Programs—Materiel Readiness
220-1	Unit Readiness
320-5	Dictionary of United States Army Terms
320-50	Authorized Abbreviations and Brevity Codes
611-101	Manual of Commissioned Officer Military Occupational Specialties
611-201	Manual of Enlisted Military Occupational Specialties
700-62	Chemical Protective Clothing Policy and Utilization of Certain Chemical Corps Units and Equipment in Combat Areas
711-16	Installation Stock Control and Supply Procedures
711-25	Stockage of Supplies and Maintenance of Authorized Stockage Lists
725-9	Reissue of Leather Footwear
725-50	Issue of Supplies and Equipment: Requisitioning, Receipt, and Issue System
735-10	Principles and Policies; Accounting for Lost, Damaged, and Destroyed Property
735-25	Property Procedures
735-35	Supply Procedures for TOE Units, Organizations, and Non-TOE Activities
750-1	Maintenance Concepts
750-5	Organization, Policies and Responsibilities for Maintenance Operations
750-10	Materiel Readiness (Serviceability of Unit Equipment)
750-50	Use of Controlled Cannibalization as a Source of Low Mortality Repair Parts Supply

3. Department of the Army Pamphlets (DA Pam)

310-1	Index of Administrative Publications
310-2	Index of Blank Forms
310-3	Index of Doctrinal, Training, and Organizational Publications
310-4	Index of Technical Manuals, Technical Bulletins, Supply Bulletins, Lubrication Orders, and Modification Work Orders

4. Field Manuals (FM)

3-8	Chemical Reference Handbook
3-85	Chemical Service Units

9-6	Ammunition Service in the Theater of Operations
10-8	Air Delivery of Supply and Equipment in the Field Army
10-20	Organization for Supply of Petroleum Products in Theaters of Operations
10-60	Supply of Subsistence in a Theater of Operations
12-11	Administration Company, Armored, Infantry, and Mechanized Division
21-5	Military Training Management
21-15	Care and Use of Individual Clothing and Equipment
21-30	Military Symbols
21-40	Chemical, Biological, and Nuclear Defense
21-48	Chemical, Biological and Radiological (CBR), and Nuclear Defense Training Exercise
21-75	Combat Training of the Individual Soldier and Patrolling
24-1	Tactical Communications Doctrine
24-16	Signal Orders, Records, and Reports
29-3	Direct Support Supply and Service in the Field Army
29-10	Supply Management in the Field Army
29-22	Maintenance Operations in the Field Army
54-2	The Division Support Command
54-3	The Field Army Support Command
54-4	The Support Brigade
55-35	Motor Transport Operations and Motor Transport Units
61-100	The Division
100-5	Field Service Regulations: Operations
100-10	Combat Service Support
101-5	Staff Officers' Field Manual: Staff Organization and Procedure
101-10-1	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data (Unclassified Data)

5. Field Manuals (TEST) (FM TEST)

5-142-1 (TEST)	Construction Support to FASCOM
9-6-1 (TEST)	Ammunition Service
10-8-1 (TEST)	Airdrop of Supplies and Equipment in Theaters of Operations
10-67-1 (TEST)	Supply of Petroleum in Theaters of Operations
19-3-1 (TEST)	Military Police Service, TASCOT
19-45 (TEST)	Rear Area Protection
29-3-1 (TEST)	Direct Support Supply and Service Operations
29-10-1 (TEST)	The Field Army Supply Management System
29-21 (TEST)	Maintenance Support, FASCOM
29-45-1 (TEST)	General Support Supply and Service Operations in the Field Army
54-8 (TEST)	The Administrative Support, Theater Army (TASTA-70)
55-4-1 (TEST)	Transportation Movements in a Theater of Operations
55-21-1 (TEST)	Transportation Railway Operations
55-35-1 (TEST)	Motor Transport Operations and Units

APPENDIX B

THE INVENTORY CONTROL CENTER

1. Organization

The Inventory Control Agency (TOE 29-502) provides the personnel for performance of supply management of all classes of supply for which the SMC has jurisdiction. Agency organization is illustrated in figure 6.

a. Agency Headquarters. Agency headquarters contains personnel to carry out duties normally associated with the headquarters of a troop unit. These duties include mess, supply, quartering, and discipline of individuals assigned or attached to the agency. Agency headquarters does not have control of or responsibility for operations of the mission divisions.

b. Plans and Procedures Office. The plans and procedures office contains personnel who coordinate the operations of the center under criteria and policies announced by the ACofS, Supply, SMC. Areas of interest include, but are not limited to, review of new or modified supply directives or requirements to determine impact on agency operations and evaluation of data to assist the ACofS, Supply, in measuring the effectiveness of the system. They may, as authorized, review actions which conflict with center organizational lines and arbitrate differences arising from division interests. Although these activities may directly or indirectly influence center operations, the office is not a control element interposed between the Assistant Chief of Staff, Supply, and the commodity managers in the operating divisions. The office is headed by the plans and policy officer. Representing the ACofS, Supply, SMC, he—

- (1) Reviews, interprets, and determines scope and character of higher echelon policies, procedures, and regulations pertaining to center operations.

- (2) Defines and analyzes problems, determines allowable deviations from directives, assures coordination with all internal elements, and supervises specific operations until they have been perfected and standardized.
- (3) Within the standardized procedures and systems provided by ASDAF CS₃ (Automatic Data Systems for the Army in the Field Combat Service Support Data Systems) provides for effective controls throughout the supply data support system. Reviews machine outputs and develops, when necessary, modifications to fulfill command accountability requirements. May develop procedures for additional internal reports control to meet command requirements.
- (4) Coordinates requirements for recurring and special operating reports and statistics from the center, based on management needs of the ACofS, Supply.
- (5) Coordinates activities within commodity divisions to insure proper execution of policies formulated by the ACofS, Supply. This coordination does not preclude direct contact between commodity managers and the ACofS, Supply.

c. Administrative Branch. The administrative branch provides normal adjutant functions for the center. It coordinates communication support received from the supporting signal element and provides drafting, typing, message center, and reproduction services for the center.

d. Services Support Division. The services support division provides services of a technical nature, except administration, common to

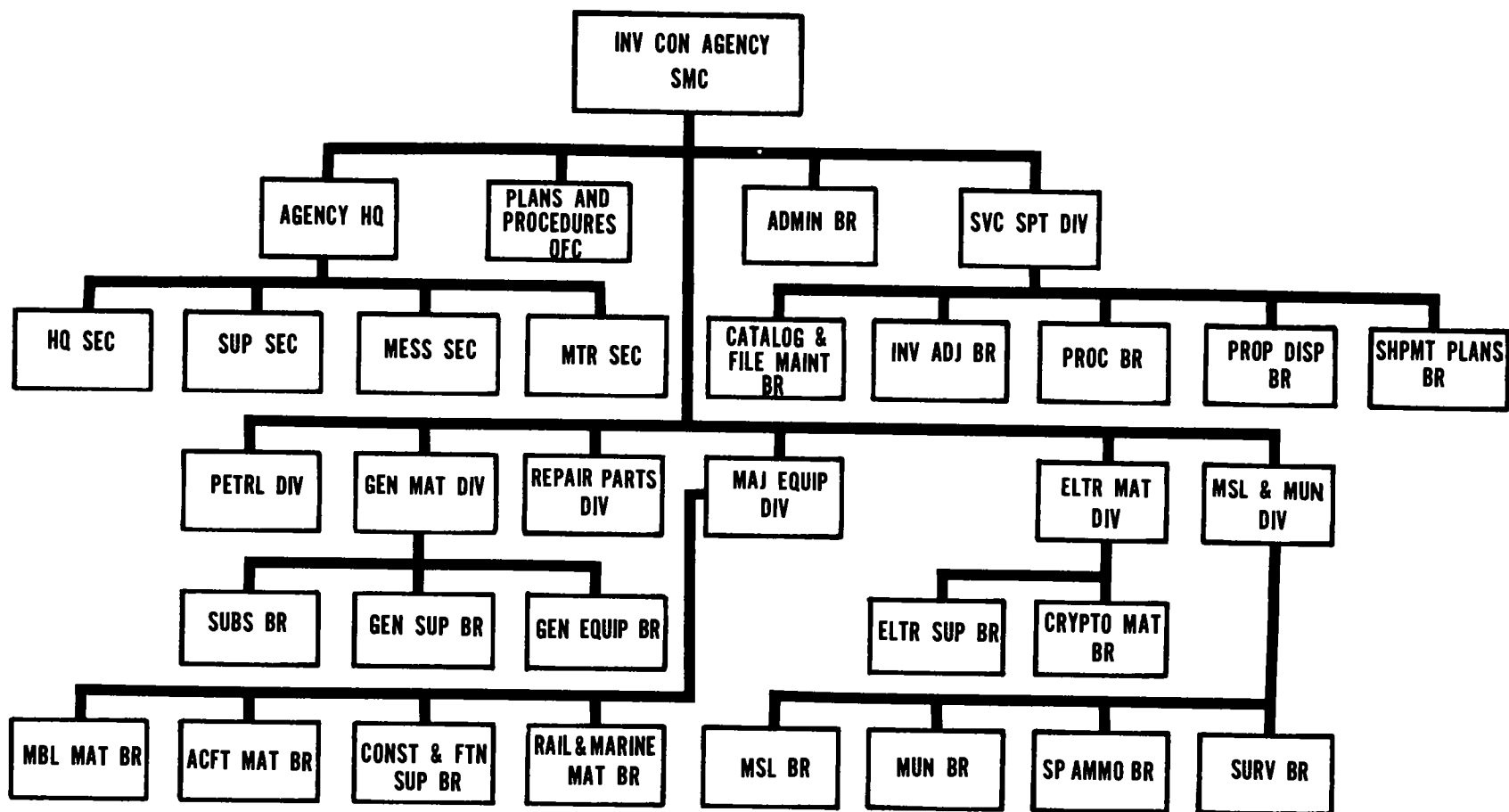


Figure 6. Inventory control agency.

all commodity management divisions. It is organized into a—

(1) Catalog and File Maintenance Branch.

(a) Catalog and File Maintenance personnel monitor the machine processes relative to—

1. Cataloging functions
2. Maintenance of cross-reference files
3. Fixed header information
4. Processing demand analyses
5. Stockage list changes, etc.

(b) Manual procedures appear to be limited to—

1. Research of change letters.
2. Research or correction of input errors for file maintenance.

(2) Inventory and adjustment branch personnel monitor the machine processes relative to—

- (a) Inventory adjustment reports.
- (b) Summary review of source documents.

(3) Procurement branch which performs administrative processing of procurement directives and maintains detailed centralized cognizance of command procurement activity.

(4) Property disposal branch which maintains centralized surveillance of surplus property, property disposal, salvage, and related activities.

(5) Shipment plans branch which maintains close liaison and coordination with the Movements Control Center (MCC) on documentation and instructions for the distribution of supplies and equipment. This branch coordinates in the development of scheduled supply, location of in-transit shipments to be diverted, and identification of shipments for throughput delivery.

e. Commodity Management Divisions.

(1) *General.* The commodity management divisions are the operating elements of the center. Each has managers and commodity specialists who monitor all supply data to determine or recommend actions required for effective supply support. Each division

can process transactions that are exceptions to machine programming. Determinations or recommendations normally result in requests placed on CONUS agencies, directives for local procurement, or redistribution of assets within the theater.

(a) The divisions have similar staffing patterns. Each has a chief, commodity and inventory control specialists, and other personnel and may be organized in any effective manner. The organization discussed for each division is, therefore, merely indicative of functions to be performed, and is neither mandatory nor restrictive. Personnel may be shifted consistent with workload requirements, skills, and adaptability.

(b) In any event, computers and the ADPC are programmed to process most routine transactions and refer to the commodity management divisions only those requiring decisions or guidance from higher headquarters. Whatever the decision, directions are prepared on the actions to be taken and instructions sent to the computer for machine processing.

(2) *General Materiel Division.* Personnel in this division are organized into branches for the management of such commodity groups as subsistence, clothing, organizational and individual equipment, office supplies, powered and nonpowered tools, and generators.

(3) *Repair Parts Division.* Personnel authorized for this division perform all functions necessary for the management of repair parts, except those peculiar to medical and cryptographic equipment, special ammunition, and otherwise assigned.

(4) *Major Equipment Division.* The major equipment division is the management element for combat and tactical vehicles, general-purpose vehicles, air-

craft, construction and barrier materiel, and bridging equipment.

- (5) *Electronic Materiel Supply Division.* Division personnel are organized into two operating branches. One performs the functions of commodity management for electronic supply. The other is concerned with cryptologistics, which includes accounting for and distribution of cryptographic material. Control of this material is by theater command policy; and the cryptographic materiel branch coordinates, as directed by SMC, with the theater signal officer on requirements for communications security devices, repair parts, and paper aids.
- (6) *Petroleum Division.* This division performs necessary commodity management activities for petroleum, greases, oils, and lubricants.
- (7) *Missiles and Munitions Division.* This division is the commodity management element for ammunition in the theater of operations. The division chief is the commodity manager and pursues the policies and procedures of the Supply and Maintenance Command. These encompass the activities necessary for the surveillance and management of conventional and special ammunition; chemical munitions; guided missile end items and related components and repair parts. Division personnel control theater ammunition assets within the policies and procedures provided by the ACofS, Supply, SMC.
- (a) Specific responsibilities of the ammunition commodity managers in the ICC are to—
 1. Determine requirements for ammunition service support.
 2. Adjust ammunition service support as necessary to meet changes in tactical requirements.
 3. Recommend changes in the distribution of ammunition to gain efficiency in the use of manpower and transportation.
 4. Recommend changes in the al-

location of credits based upon such factors as issue experience and combat losses.

5. Maintain cognizance over ammunition surveillance program.
 6. Provide personnel to operate a Special Ammunition Logistical Element (SALE) at TASCOM or other designated headquarters.
- (b) Through the SALE, the ICC—
1. Maintains current status of special ammunition in special ammunition general support units.
 2. Acts as principal advisor to the Assistant Chief of Staff for Supply in reference to special ammunition logistics in support of the ADA brigade, and as the point of contact for the processing of special ammunition release requests from the ADA brigade.
 3. Coordinates in the lateral transfer of theater army special ammunition assets from one special ammunition general support company to another.
- (c) The division may be organized, for operational purposes, into several specialist branches. If this is done, division responsibilities may be delineated substantially as shown in 1 through 4 below.
1. The munitions officer heads a munitions branch and serves the principal advisor to the division chief and the ACofS, Supply, on matters concerning management of conventional ammunition; and makes recommendations concerning the need for new or modified types of ammunition and the support requirements for them.
 2. A missile branch chief is designated to serve as the principal advisor on the supply, management, safety, and security of missile bodies, propellants, and related components, exclusive of repair parts.
 3. A surveillance branch is charged with responsibilities for the overall reliability of ammunition stocks

in supply channels within the theater and for routine maintenance and reconditioning of items in storage. Specifically, the branch provides guidance for the proper inspection and surveillance of ammunition items in storage to insure that all items are in serviceable condition and ready for issue and that items which are unserviceable are identified, repaired, or reported for disposition instructions as required. It may also maintain stockpile reliability data (surveillance reports); make recommendations regarding unsatisfactory conditions and trends, disposition of hazardous ammunition, unusual maintenance requirements, and other problem areas affecting reliability of theater stocks; and provide guidance, in coordination with other branches of the division, for disposition of unserviceable ammunition.

4. A special ammunition branch, when organized, provides the personnel who operate the SALE discussed in the previous paragraphs and is charged with responsibilities that include supply, monitoring, safety, management, security, and maintenance of special ammunition as defined in paragraph 34.

2. Operation

a. The ICC, in execution of its mission—

- (1) Computes theater requirements on the basis of accumulated demand data, troop strength, and item density, and other guidance from the SMC. Computation of requirements subsequently results in requisitioning on CONUS, procurement in the theater, and repair of serviceable items for return to stock.
- (2) Directs procurement by providing to field procurement detachments pertinent data on items and quantities required and performing such actions as may be necessary in support of the

the procurement functions of the SMC.

- (3) Directs distribution management by positioning supplies in field depots in accordance with the approved distribution plan. This stockage position is controlled to provide dispersion and timely response to supported units, to place concurrent spares for new end items, and to position reserves and control maintenance float items.
- (4) Directs cataloging by maintaining and providing to subordinate elements catalog data information on tape or on EAM cards. This data consists of FSN changes, unit of issue changes, substitutions, expendability, and end item and component identification.
- (5) Develops data for the Maintenance Management Center on items requiring repair for which there are requirements.
- (6) Directs disposition of excess items and scrap and identifies items which need to be recovered from salvage for repair and return to stock.

b. The center operates, as indicated in paragraph 27, directly under the control of the Assistant Chief of Staff for Supply, SMC, and is, for all practical purposes, an extension of his office. This is not to say that establishment of the SMC with its functional inventory control center has relieved the TASCOM commander of responsibilities for combat service support. To the contrary, the TASCOM commander is responsible to the theater army commander for executing most of the combat service support provided in the communications zone. What the establishment of SMC has done is to make clear the distinction, and emphasize the direction, of general staff activity insofar as combat service support is concerned. At the theater army, interest is in overall broad policy guidance; at TASCOM, in detailed planning and execution; and at SMC in control of general support supply and maintenance. The ICC, as an extension of that headquarters, provides the specialist knowledge, experience, and skill necessary to manage each commodity that must be provided through the supply system.

c. With the performance of integrated inventory management and centralized stock control at the ICC, even greater significance attaches to the commodity groupings discussed earlier in this manual and the systems for their supply discussed in FM 54-8 (TEST).

(1) For items that can be supplied by schedule, for example, the ICC—

- (a) Computes and establishes stockage objectives.
- (b) Determines requirements for current consumption.
- (c) Maintains records of asset data.
- (d) Maintains prescribed supply levels.

(e) Prepares and arranges for distribution of items.

(f) Provides technical direction and operational guidance to insure effective support.

(2) For items supplied by requisition, the ICC reviews and analyzes unusual or sporadic demand data and identifies areas requiring management study. Such areas may include supply of concurrent spares, or items required for support of newly introduced major end items; removal of obsolete items from the theater supply system; and initial positioning of assets in field depots.

APPENDIX C

COMMAND PROCUREMENT ACTIVITIES

Section I. INTRODUCTION

1. General

This appendix is intended to be a source of information and guidance for personnel engaged in or concerned with procurement activities in operational areas outside the continental limits of the United States. It outlines the development of the United States Army concept of local procurement and the exploitation of local resources in support of military operations. It defines doctrine and principles affecting these matters in allied, neutral, and occupied areas; recites precedents; and suggests possibilities. The widely divergent circumstances of possible areas of actions; types of forces; tactical conditions; and extreme variations in natural resources and economic, political, and industrial development render generalization impracticable. This appendix provides, consequently, only limited reference points that each commander and responsible assistant may use to achieve solutions to particular and specific problems.

2. Offshore Procurement

Offshore procurement is a generic phrase applied to overseas procurement of military needs. Offshore procurement in its broad sense signifies all types of procurement by the armed forces from sources outside the United States, its territories and possessions. It does not include any purchases made from other than appropriated or official funds such as individual purchases by members of the armed forces. While offshore procurement is neither a very recent nor a very novel development, certain policies and methods are new in concept. The importance of offshore procurement is significant. This method of acquiring rapidly expended supplies not only releases to other uses large amounts of shipping and land transpor-

tation, but contributes to reductions in packing, crating, and handling costs and to economies in warehousing. At the present time, offshore procurement comprehends two major aspects—

a. Offshore military procurement, or the purchase overseas, from appropriate funds, of supplies and services to meet the needs of U.S. military forces in overseas areas.

b. Offshore assistance procurement, or the purchase overseas of military goods, supplies and equipment for the use of allied or friendly nations. Funds for this type program normally come from appropriations made available under the Mutual Security Act of 1954.

3. Authority

The basic authority for offshore military procurement is the Armed Services Procurement Act of 1947, as amended, and recurring provisions in successive annual military appropriations acts. The Mutual Security Act of 1954, authorizes procurement of equipment and materials outside the United States unless the President determines that one or more of the following will result:

a. Such adverse effect on the economy of the United States, with special reference to any areas of labor surplus, or on the industrial mobilization base as to outweigh the strategic and logistic advantages.

b. Production outside the United States would be inadequately safeguarded or would risk the release to potential enemies of information detrimental to our security.

c. Unjustifiable cost in comparison with procurement in the United States, taking into account the transportation costs for delivery overseas.

4. International Agreements

Agreements have been effected with the majority of foreign nations where United States Armed Forces engage in procurement activities. These agreements include the basic procurement procedures to be employed, provisions for relief from foreign taxes, customs and duties, and established procedures to protect patent rights.

5. Procurement Contracts

Contracts for offshore procurement are of a variety of types depending upon the subject of the contract, the agreement with the country concerned, and permissive deviations from Armed Services Procurement Regulations and the Army Procurement Procedures. Generally, the contract forms and clauses employed in any specific foreign country are the result of agreements between the United States and the country concerned.

a. Actually, contracts can be grouped within two general classifications—government-to-government contracts, in which the other party is a particular foreign government or government agency; and government-to-other-than-government contracts in which the other contracting party is a private person or other legal entity.

b. Wherever possible, standard forms and clauses are employed for offshore military procurement in both classes of contract. Agreements between the United States and foreign governments are not uniform, however, and contracts in each foreign country must be tailored to meet laws, regulations, and policies of the country.

6. Other Procurement Processes

a. The method and procedure to be used by subordinate commands will be in accordance with directives of the theater commander based on applicable legal limitations.

b. Local procurement in the area of opera-

tions may be accomplished by any of the following methods:

- (1) *Confiscation*. Confiscation is the taking of enemy public movable property without obligation to compensate the State to which it belongs. Confiscation is permitted only in occupied territory or on the battlefield. The property may be used anywhere for any military purpose. The types of property subject to confiscation are limited by the Hague Regulations of 1907 (Article 53(1)). Enemy public immovable property may not be confiscated.
- (2) *Seizure*. Seizure is the taking of certain types of enemy private movable property for use of the capturing State. The concept is applicable only in occupied territory or on the battlefield. The items seized must be returned or compensation fixed when peace is made. Again, the property may be used in or out of the occupied territory, but the types of property subject to seizure are limited by the Hague Regulations (Article 53(2)). Enemy private immovable property may not be seized.
- (3) *Requisition*. Requisition is the method of taking private enemy movable and immovable property for the needs of the army of occupation. Items requisitioned may be used only in the occupied territory. The power to requisition may be exercised for practically everything (special restrictions apply as to food and medical supplies) needed for the day-to-day maintenance of the army of occupation and is not limited as to certain classes of property as is the seizure power. The owners are to be compensated as soon as possible as distinguished from after concluding peace in the case of seizures.

Section II. THE PROCUREMENT SYSTEM

7. Theater Level

The theater commander prescribes policies and procedures for procurement of local re-

sources in the theater. These are developed in conformity with United States-host country agreements and/or mutual aid pacts at the

national level; local laws and customs; laws of land warfare; and other regulations of higher authority.

8. Theater Army Level

The theater army commander is responsible for the preparation and publication of broad plans, policies, and procedures governing local procurement by theater army forces. He coordinates, as necessary, with collateral commands and is guided by policies, plans, and directives of the theater commander. The Theater Army Support Command (TASCOM) is normally assigned responsibilities for theater-wide procurement. Field army commanders are assigned procurement responsibilities commensurate with mission requirements.

a. Within TASCOM, the Assistant Chief of Staff, Supply, exercises general staff cognizance over procurement activities of subordinate mission commands. Essentially, this staff element fulfills the functions of a coordinating agency rather than those of a procurement activity. Actual purchases are made by contracting officers or designated procurement organizations.

b. In keeping with established Department of the Army policy, provision may be made for a general procurement board or purchasing agency system. Functions are generally as delineated in policy and guidance governing logistic support within unified and specified commands (JCS Pub. 3).

9. Supply and Maintenance Command

Procurement activities within the Supply and Maintenance Command (SMC) consist of those performed by the Assistant Chief of Staff, Supply; the ICC; and field procurement detachments.

a. The Assistant Chief of Staff, Supply, exercises general staff supervision over SMC procurement activities through the Procurement and Property Disposal Branch in his office and through the ICC as discussed in paragraph 32. Procurement personnel in this branch, acting within general guidance and allocations of procurement activities at higher level headquarters, develop policies and procedures with respect to the procurement operations for which the SMC is responsible. They also—

- (1) Coordinate procurement activities with other mission commands of the TASCOM, as appropriate.
- (2) Establish procedures to insure that locally procured supplies are inspected before acceptance.
- (3) Direct activities of field procurement detachments.
- (4) Issue procurement directives, based on requests received from the ACofS for Services and the ACofS for Maintenance, for maintenance and miscellaneous services to field procurement detachments.

b. Field procurement detachments are the basic operating procurement elements. The number of detachments and their composition depends upon such factors as the type and amount of activity, operational environment, and assigned missions. The activities of a field procurement detachment operating in modern, highly industrialized countries will vary in many respects, for example, from those of a team operating in underdeveloped areas. There will also be differences arising from the fact that the area of operations may be free allied, liberated allied, occupied, or neutral. In some environments and, depending upon national agreements, detachments may require the assistance of local personnel either as representatives of the indigenous authority, or as interpreters or intermediaries.

- (1) The wide variances in international trade agreements, host-country procurement regulations, tariffs, excises, import-export duties and controls, nationalization of resources, trade restrictions, business and labor laws, and commercial procedures and customs of the various countries with which the United States has mutual aid pacts, emphasize benefits to be derived from the policy of centralized procurement. Consideration may be given, therefore, to the establishment of regional procurement offices in each country where the SMC conducts procurement. In instances where several countries have mutual and uniform trade agreements, it is possible that one common office may suffice.

(2) Field procurement detachments, whether they operate out of regional offices or field depots, have the general mission of locating resources, carrying on all preliminary negotiations, and inspecting products or services. Within limiting factors such as the amount of money involved, type of procurement, and duration of the contract formal negotiations and to award contracts for routine procurements, formal negotiation and award

of major contracts will be as directed by SMC headquarters. Regional offices, if established, or field procurement detachments may be authorized to provide contract service for sale of foreign excess personal property. They routinely maintain liaison with appropriate national civil and military authorities and the U.S. Army civil affairs elements and report to SMC headquarters local resources that may be exploited.

APPENDIX D

INTERIM ADP APPLICATION

Section I. INTRODUCTION

1. Purpose and Scope

a. The information on inventory control, centralized maintenance management, functions and activities of the inventory control center, utilization of automatic data processing equipment, and supply and distribution direction contained in the main body and appendix B reflects the ultimate Combat Service Support Data System (CS₃).

b. This appendix describes a phased evolutionary approach to that automated data processing system for the Supply and Maintenance Command. It considers management applications within currently available systems, improved systems planned for installation by the end of 1968, and future refinements in techniques and methodology likely to be introduced during the period 1968-72.

2. Current Applications

Automatic data processing equipment and systems are currently being used to provide support for supply management. Automated systems have not been used extensively in maintenance management since much of the data used in maintenance planning are the result of programs used in supply management. The purely internal or in-house operations have been keyed primarily to the manual mode, supplemented with punchcard machine support. As most of the automated systems used for supply management were designed to meet local requirements, compatibility with other operational systems may not be possible without special buffer equipment or executive routines.

a. Class I supply procedures in a theater of operations are primarily geared to the movement of predetermined bulk and tonnage at a

fairly uniform rate. The system contains as few intermediate echelons as possible.

- (1) Supply action begins with unit requests. Class I supply units serve both as coordinators of requirements and as sources of supply. A single ration breakdown form in the required number of copies serves as the record of the distribution process from depot to consumer.
- (2) The SMC inventory control point, if established, maintains COMMZ depot and field army supply levels by replenishment actions based on stock status data submitted by Class I supply units and the FASCOM ICC and on strength reports submitted through personnel accounting sources.

b. The normal method of requisitioning class II and IV supplies involves the use of requisition forms on which any quantity of a single item may be requested. Depending on local SOP's, stock control may or may not be in effect at the depot level. If stock control is centralized at the SMC level, depots merely manipulate request and issue data, maintain stock locator data, conduct inventories and surveys, and provide necessary information to the appropriate echelon. SMC takes whatever action is necessary to replenish depot stocks from CONUS, through off-shore or local procurement, or through depot maintenance sources.

c. Class III supply procedures are covered in FM 10-67-1 (TEST). Class V procedures are covered in FM 9-6-1 (TEST).

d. The United States Army has major centralized procurement agencies in Europe, Japan, and Korea which are responsible for offshore procurement. Each is differently or-

ganized and varies in scope and method of operation, there are no significant differences insofar as system is concerned. Authorized army overseas supply agencies submit requests to the central procurement activity for supply and services. The procurement activity notifies the requested agency that the required goods or services have been contracted for or that they are not available. Supplies, contracted for, are established as dues-in and treated essentially the same as dues-in from a CONUS supply source.

e. Insofar as maintenance management is concerned—

- (1) The theater army commander determines maintenance support requirements, formulates plans and policies for providing maintenance support; provides staff supervision over maintenance performance; and allocates maintenance units to major subordinate commands.
- (2) The SMC commander executes plans and administers policies of the theater army for providing—
 - (a) General support backup maintenance for field army maintenance units.
 - (b) Direct support and general support maintenance for units and installations in the COMMZ.
 - (c) Acquisition, storage, and supply of

repair parts required for the maintenance of Army equipment in the theater. Parts requirements—based upon demand data, pre-inspections, or a combination of both—are placed against the supply system for priority action.

- (d) Evacuation to CONUS of unserviceable, economically repairable items requiring rebuild in accordance with DA policies. When proper skills and facilities are available in the theater, designated end items may be overhauled for return to depot stock if such items are in critical demand and if overhaul within the theater is approved by the Department of the Army.
- (3) Unserviceable assets of a specific item are corrected and forwarded to a designated depot for repair. The exact quantity and priority are established by the SMC.
- (4) Production-lines are established, and special requirements in regard to personnel, equipment, or facilities are forwarded to higher headquarters. Product control procedures are developed and disseminated. Items repaired or otherwise restored to serviceability are returned to supply channels for issue to authorized users.

Section II. PROPOSED SYSTEM

3. Phased Implementation

The progression from the current system to the CS₃ system is seen as three phases: Phase I (1966–68); Phase II (1968–72); and Phase III (1972–75).

4. Phase I

During Phase I, systems currently in use for supply management and materiel readiness continue to operate since they meet most requirements expected to be injected in consonance with CS₃ phasing. Any differences between current systems and those envisioned for CS₃ lie in product refinement or improvement and not in doctrinal concept.

a. Field depots can use such systems as the UNIVAC 1005 to assist in recording location changes; recording and reporting receipts and issues; processing inventory and location surveys; and preparation of required management reports.

b. Units which provide direct support supply and service on an area basis can also use a system similar to the UNIVAC 1005 during this time frame.

c. In the event of a breakdown of the system and in the absence of an alternate ADP center, scheduled periodic printouts furnished the field depots by the SMC ICC can be used for short emergency periods somewhat like the manual stock record system. Maximum use is

made of whatever administrative-logistical radio teletypewriter circuits may be available as well as of the common-user telephone and radio facilities at the theater army signal communications system.

5. Phase II

a. During this time frame, sufficient ADP equipment (non-CS₃ standard type), consisting primarily of commercial computers employed in CONUS systems, as well as equipment selected in conjunction with, or subsequent to CS₃ prototype testing, may become available and may supplement current systems or replace certain subsystems. The changeover to TASTA organizational concepts and CS₃ procedures may be largely accomplished during this period. Where complete adherence to TASTA guidelines is impossible because of computer or communications shortcomings, modified systems or subsystems compatible with CS₃ may be implemented using whatever means are then available.

- (1) The choice of additional or replacement ADP systems to be used for Phase II should be based upon the recommendations or guidance of such organizations as AIDS (Army Information and Data Systems Command). Only those commercial computers and peripheral equipment that are currently available off the shelf from reputable manufacturers should be considered.
- (2) Additional personnel and financial resources should be allocated to provide the overlapping required for converting and improving current ADP systems and to insure maximum operating efficiency at all times by providing contractor maintenance services and systems designing.

b. To the extent that the equipment available will permit, requisitions from FASCOM are normally received at the SMC ADP center by direct linkup with the FASCOM computer. Materiel release orders (MRO) are then transmitted to depots where they are converted to two-part shipping tags to include location data, and then sent to the general support units stocking the required items. Depending upon

priority and established policy, the SMC ICC either establishes a back order or refers the requisition to CONUS when the item required by the field army units is not available in the communications zone.

c. Replenishment or fringe item requisitions from direct support units in the communications zone are submitted directly to the SMC ICC. Depending upon availability, requisition priority, and established policy, an MRO is transmitted by the ICC to the depot closest to the requesting unit. Back order or passing action is initiated by the ICC in response to requisitions for items in zero balance or which are not on the theater stockage list.

d. Requisitions are initiated by the SMC ICC to replenish communications zone depot stocks, to constitute or reconstitute theater reserve stocks, to support contingency plans, and to stock new items. They are transmitted directly to the appropriate CONUS national inventory control point or source of supply.

e. Control of inventories is maintained at the ICC by program parameters in the ADP system and by program managers. Demand analysis, based on policy guidance from the ACofS for Supply, is performed by commodity managers who use the capability of ADPS to provide projected quantitative data. In addition to inquiry devices which provide up-to-date status on selected items, periodic reports are prepared which enable the commander and his staff to determine priorities, execute plans, analyze performance, and coordinate combat service support. Some of the reports prepared are—

- (1) Report of monthly activity, reflecting the activity of the ICC and the depots.
- (2) Critical items report, listing those items which have a predetermined number of back orders.
- (3) High priority requisition report, reflecting data on issue group I and II items.
- (4) Direct support unit activity, showing requisitions received from ASCOM direct support units, percent of initial fill, and other transactions.

f. The SMC ICC, in its role as the supply management and commodity control center,

specifies items that go in and out of field depots and at what time. The field depot commander, through the director of supply, controls depot supply operations by—

- (1) Determining the location(s) of supplies involved.
- (2) Preparing picking tags with locations indicated.
- (3) Reporting receipts.
- (4) Processing inventory counts.
- (5) Processing catalog data changes.
- (6) Preparing shipment documentation.

g. The maintenance management center (MMC), also utilizing ADP services, collects, interprets, and evaluates maintenance data generated by subordinate elements of the command; maintains a continuous evaluation of workloads and capabilities of maintenance units, and cross-levels workloads or resources to achieve compatibility and highest efficiency; maintains the materiel readiness status of the command; and coordinates repair priorities with the SMC ICC.

- (1) The following subtasks may employ ADP techniques in analyzing the distribution of the workload.
 - (a) Determining the resources of maintenance support units to include personnel; shop equipment, tools, test and measuring equipment; repair parts and maintenance supplies authorized or prescribed for stockage and on hand; and maintenance float.
 - (b) Determining the status of the workload within support maintenance units.
 - (c) Determining the workload of general support maintenance units resulting from repair programs or work schedules, including items scheduled for repair, overhaul, and other reclamation action during specific periods; items scheduled for fabrication during specific periods; approximate number of direct maintenance man-hours required for a repair, overhaul, or other reclamation action scheduled during a specific period; and the

approximate number of direct maintenance man-hours required for fabrication actions during a specific period.

- (d) Computing the approximate workloads of direct and general support maintenance units.
 - (e) Determining the anticipated workload of direct support maintenance units, based upon the age or usage of equipment in the supported units.
 - (f) Determining the availability of un-serviceable repairable components and assemblies.
- (2) ADP techniques may be applied to the following subtasks in the accomplishment of modification work orders:
 - (a) Determining the status of the modification work order application.
 - (b) Determining the availability of materials, parts, or kits required.
 - (c) Determining the resources authorized at the organizational level where required.
 - (d) Computing the workload involved in accomplishing a particular modification work order.
 - (3) ADP techniques may be applied to the following subtasks in scheduling user equipment for inspection, repair, and service:
 - (a) Recommending those end items which are affected by a particular requirement for preventive maintenance at the support maintenance level.
 - (b) Computing the workload involved in a particular inspection, repair or service action.
 - (4) ADP techniques may be applied to the following subtasks in developing failure patterns and repair factors:
 - (a) Determining failure patterns and repair factors for end items by age and use, to include the number of repair actions at the organizational level and at support maintenance by age and use; the number of direct maintenance man-hours used in making repairs; the mean time between failure for end items at

the organizational level and at support maintenance; and the mean time between repair actions for end items.

- (b) Determining failure patterns and repair factors for assemblies by component, by end item, by age, and by use.
 - (c) Determining repair factors and repair parts factors for general support-type repair actions on components, assemblies, and subassemblies.
 - (d) Determining the mean time required to accomplish a specific modification work order.
 - (e) Determining the mean time required to perform specific inspections on particular end items.
- (5) ADP techniques can be applied to the following subtasks in analyzing unit and materiel readiness actions:
- (a) Determining the equipment readiness condition of units.
 - (b) Determining the maintenance situation as indicated in unit and materiel readiness reporting.
- (6) ADP techniques can be applied to determine the status of end items with respect to replacement criteria in forecasting equipment replacement requirements.
- (7) ADP techniques can be applied to the following subtasks in analyzing shop production control and scheduling:
- (a) Determining the status of the workload within the support maintenance unit.
 - (b) Determining the workload to be scheduled into the support maintenance unit.
 - (c) Determining the resources available to complete action on a specific maintenance request.

h. The ICC provides information to the MMC on unserviceable assets that need to be repaired for return to stock. Coordination with the MMC is continuously maintained to provide a two-way flow of data. Repair parts used by maintenance units are obtained through supply channels by requisitioning on the SMC ICC.

The ICC, based on information from the MMC, establishes dues-in on those items being repaired which will be returned to stock. The ICC is also the contact point between CONUS and the theater system, in which regard it uses the Defense Communications System AUTODIN overseas network to the extent feasible in transmitting theater requirements and status reports. Likewise, the SMC ICC and the FASCOM ICC maintain constant communication with each other. The latter informs the SMC ICC of the field army's requirements, reports critical items and surpluses, initiates status requests and followups when required, and furnishes such activity data as may be prescribed for TASCOT and Department of the Army reporting. The SMC ICC furnishes the FASCOM ICC supply status reports, shipment status reports, rejection notices, followup answers, and surplus disposal instructions.

- (1) The ADP system screens accumulated excesses against actual and projected requirements to determine whether specific items should be retained or declared surplus. Based on criteria announced by the theater commander, the ICC maintains and publishes lists of excess supplies; unrepairable equipment, salvaged and captured materiel, scrap, and waste materials which are to be turned in at field depots.
- (2) Periodically, the property disposal branch of the SMC ICC directs the ADP system to communicate excess holdings to theater air and navy for screening. Items which cannot be used are automatically reported to the ICC and to CONUS as surpluses.

i. To insure continuous supply in situations involving disruption of communications, the ICC furnishes field depots with scheduled periodic ADP printouts for use in the event the ICC becomes inoperative. During these emergency periods, depots will maintain stock balances using the ADP printouts in order to reconstitute the ICC activities with the least possible delay. When necessary, forward and rear field depots will ship predetermined survival supplies to affected forward areas, based on directions from SMC headquarters.

6. Phase III.

CS₃ will be ready for Army-wide implementation during this period. Complete conversion to CS₃ will be possible by 1975 as more data are generated from prototype tests and are evaluated. Throughout this period, however, additional resources of personnel, ADPE, and funds will have to be made available to accomplish the conversion to CS₃ which must be achieved concurrently without danger of disruption or degradation of the operating systems. A possible way to accomplish this could be the utilization of flexible stock control-ADPS teams organized and trained in CONUS and sent to the overseas theaters of operations along with the new computer systems. As one control center becomes operational, the team could move on to the next headquarters and so on until the conversion is completed, operating much in the same fashion as new equipment introduction (NEI) teams. Standardized master logistics programs (routines), developed for Army-wide implementation, will also be available for use with minimum local modifications.

a. As a minimum requirement, the ADP system will support the TASCOT logistical system through the following processes:

- (1) The edit and classification process determines the validity of transactions for the system to which submitted by verifying input transactions, correcting invalid data when possible or rejecting when not possible, and rejecting invalid transactions.
- (2) The availability determination process decides to ship, substitute, back order, extract to other echelons, or cancel a demand placed on the system, by comparing demands with inventory records, making decisions for satisfying the demands based on management-established criteria, and by updating the master inventory records to reflect these decisions.
- (3) The shipment planning process decides whether to supply all or part of a customer's requirements and produces materiel release orders and tentative shipping documents. Individual shipments are assigned to shipment units for warehouse production

control and transportation planning to insure the most effective use of transportation capability. MILSTRIP and MILSTAMP documents, schedules for stock locations and shipping media, and reports on an exception or cyclic basis are produced to keep management informed.

- (4) The requirements analysis process analyzes the demand data according to specific mathematical formulae relating to the type of item, organization, time frame, and circumstances, and produces factors which will influence requirements computations according to demand rates.
- (5) The receipts process accounts for incoming materiel at a supply location within the system by reporting changes in status of materiel on order, materiel in transit to a supply location, and receipt of materiel at a supply installation; by updating asset records and cancelling dues-in records; and by noting exceptions when stocks are received in response to replenishment action or from sources not due-in.
- (6) The replenishment reorder process is automatically triggered when availability action results in a reduction of assets. When a comparison of on-hand plus due-in assets with the reorder level indicates a need for replenishment, the necessary requisition is produced.
- (7) The file maintenance process provides the capability for updating the system files to include the addition, deletion or modification of any or all data contained in a record, e.g., the Master Inventory Record and the Location Address Directory.
- (8) The interrogation process provides a method of interrogating system files for information on an as-required basis by accumulating and converting the raw data necessary.
- (9) The physical inventory process initiates systematic inventory counts upon disclosure of a disparity between

physical assets and stock records, or by some standard schedule imposed on a basis of item value or criticality. Appropriate count cards are generated and transmitted to the storage locations. Results of the count are fed into the process. If the count fails to match recorded quantities, a recount is scheduled.

b. In the event of a systems breakdown or malfunction of the SMC ICC, the operation

will be assumed by the alternate computer system located at the area support command. If the alternate ADP facility is not operational or if communications are disrupted, the ACofS for Supply, TASCOW, will determine when emergency resupply is required and will direct the field depots to ship predetermined survival supplies to forward areas or units. As a final resort, scheduled periodic printouts furnished the field depots by the SMC ICC will be used somewhat like the manual stock record system until normal operations can be resumed.

By Order of the Secretary of the Army:

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